

Reflect Reconciliation Action Plan

June 2022 - May 2023



RECONCILIATION
ACTION PLAN

REFLECT



Acknowledgement

Pacific Hydro acknowledges the Traditional Owners of Country where we operate and throughout Australia, their continuing connection to land, sea and community. We pay our respect to them, their cultures and to Elders past, present and emerging.

Pacific Hydro develops and operates its assets on the land of Aboriginal and Torres Strait Islander Peoples, using wind, sun and water provided by Country. We respect Traditional Owners long history of sustainably managing Country and aspire to embed this sustainable ethic through our projects and business.



Message from the CEO



On behalf of Pacific Hydro Australia, I am honoured to introduce Pacific Hydro's Reflect Reconciliation Action Plan. We are delighted to make a commitment towards reconciliation and making a sustainable future possible for all Australians.

Diversity, valuing strength in difference and respect are key values that were selected by staff to form part of our organisational Culture Statements.

Through the valuable work of the RAP Committee and with guidance from the RAP Working Group, the business has gained a much deeper understanding of what these values really mean and what actions we need to take to make them a reality. Pacific Hydro Australia is at the start of an ongoing journey, we're excited and eager to learn more by collaborating and building stronger relationships with Traditional Owner groups to improve our business practices and provide greater opportunities for Aboriginal & Torres Strait Islander peoples.

I was fortunate enough to attend a smoking and welcome to country ceremony on Bindal Country at the opening of our Houghton Solar Farm. Having seen and celebrated the vibrancy and strength of First Nations

culture first hand, I'm looking forward to learning more as we continue on our RAP journey. I would like to thank the members of the RAP Committee and RAP Working Group for their dedication and determination in leading Pacific Hydro Australia's reconciliation journey and to Reconciliation Australia for providing the framework and direction. A special thank you to Uncle Eddie Smallwood and Karen Milward, we would not be where we are in this journey without your guidance and willingness to share your time and perspectives. Finally, I would like to recognise my predecessor, Rachel Watson for driving Pacific Hydro to step up and play its role in reconciliation in this country.

Domenic Capomolla
Chief Executive Officer
Pacific Hydro Australia



Message from Reconciliation Australia



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

Pacific Hydro joins a network of more than 1,100 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 over 2.3 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 Pacific Hydro 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 Pacific Hydro 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 Pacific Hydro, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Business

Founded in 1992, Pacific Hydro is a leading owner, operator, and developer of Australian renewable energy assets.

Pacific Hydro operates a high quality, diversified portfolio of wind, hydro and solar assets with an installed capacity of 665 MW across Victoria, South Australia, Queensland, New South Wales, and Western Australia. Pacific Hydro also has a substantial development pipeline of energy generation and storage solution projects and a growing electricity and gas retail business.

Pacific Hydro's purpose is "Powering Australia to a clean energy future". With a strong reputation for engaging and collaborating with the communities where it operates, Pacific Hydro has a track record of delivering lasting, sustainable benefits with operating assets that currently avoid over 1.6 million tonnes of greenhouse gas pollution every year.

The company's head office is located at Docklands, Melbourne and its retail business operates an office located in Geelong, Victoria. Small site offices are also located alongside many of our operational assets in Victoria, NSW, South Australia, Queensland, and Western Australia.

Pacific Hydro's sphere of influence includes: energy and renewable industry related organisations; regional councils; State and Federal Government; landholders; suppliers; community members and groups; retail customers; employees and their families.

Pacific Hydro employs approximately 200 staff across Australia. A diversity and inclusion survey conducted in December 2020 found that at that time, no staff identified as Aboriginal and/or Torres Strait Islander peoples.

“Powering Australia to a clean energy future”

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Our Vision

Our vision for reconciliation is for a unified Australia where Aboriginal and Torres Strait Islander peoples have equal opportunity to participate in and benefit from social and economic opportunities.

For Pacific Hydro this means:

- Providing inclusive employment and procurement opportunities
- Strengthening relationships with Aboriginal and Torres Strait Islander stakeholders
- Raising awareness of the many diverse and vibrant Aboriginal and Torres Strait Islander cultures

- Promoting and celebrating Aboriginal and Torres Strait Islander peoples enduring connection to Country.

Pacific Hydro's Reflect Reconciliation Action Plan will guide us along the reconciliation journey towards greater understanding, mutual respect and a future that is empowering for our staff, host communities and Aboriginal and Torres Strait Islander peoples wherever we operate.



Our RAP

Historically, Pacific Hydro has engaged with Traditional Owners early in the development phase of its projects, principally through the lens of cultural heritage surveys so as to understand the cultural significance of the site and to ensure that project planning seeks to avoid and minimise the impacts upon any cultural heritage sites.

The relationships built during these early works have led us on an informal journey of understanding and respect. At the impetus of passionate staff from across the business, and with encouragement from Wurrundjeri Elder, Ron Jones, and the support and guidance of Aboriginal Consultant, Karen Milward, and Bindal Elder, Uncle Eddie Smallwood, a Reconciliation Action Plan Working Group was established to formalise and expand Pacific Hydro's approach to working with Aboriginal and Torres Strait Islander peoples.

Our RAP Working Group

Our RAP Working Group provides guidance and advice to the business, as well as driving and monitoring the RAP implementation.

Members include:

Jodie Hill - General Manager People and Safety, RAP Champion and Working Group Chair

Karen Milward - Consultant, Yorta Yorta Representative

Uncle Eddie Smallwood - Advisor, Bindal Elder, Chairperson Gudjuda Reference Group

Simon Maan - Executive Manager, Development

Pacific Hydro also maintains an internal RAP Committee which is represented by volunteers from across the business. This Committee develop and implement the RAP Initiatives and work to increase awareness and understanding of Aboriginal and Torres Strait Islander peoples.

Our aspiration is to develop a Reconciliation Action Plan to support a workplace culture that understands, values, and respects the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples.

Through our Reconciliation Action Plan, we hope to:

Relationships:

- Embed a clear framework for engaging with Aboriginal and Torres Strait Islander peoples
- Improve communications with Aboriginal and Torres Strait Islander stakeholders

Respect:

- Continue to build Pacific Hydro's values of "diversity" and valuing "strength in difference" through cultural learning
- Enable Pacific Hydro staff to develop greater cultural awareness

Opportunities:

- Identify and remove barriers for greater Aboriginal and Torres Strait Islander peoples' opportunities within our business and within contractors or consultants that we engage
- Implement business practices to expand Pacific Hydro's support of Aboriginal and Torres Strait Islander peoples.

Statements from RAP Working Group Members



Message from
Karen Milward - Yorta
Yorta Representative,
Aboriginal Consultant

Australian Aboriginal and Torres Strait Islander culture and identity are an important aspect of who we all are - as individuals, as part of our family and as part of our social and wider networks. Reconciliation for Aboriginal and Torres Strait Islander peoples acknowledges acceptance about our place in Australian history and society. We are one nation with many peoples who come from a diverse range of backgrounds. Together we make up a society in which our actions and our words can affirm what we believe in - as individuals, as a peoples, as communities and a society. We have fought as the first nations peoples to demonstrate our place in Australian society, we need to have that place which is well supported so that we can truly achieve self-determination, self-management and self-control of our lives.

The Pacific Hydro Reflect Reconciliation Action Plan has been prepared as a roadmap to demonstrate what Pacific Hydro will do as part of its internal and external engagement and partnership with Traditional Owner Corporations and Aboriginal and Torres Strait Islander peoples who will work with Pacific Hydro at different points in the reconciliation journey, when they are ready to talk about their aspirations and how they can work in true partnership to realise mutual reconciliation obligations and aspirations. The actions and deliverables within this Reconciliation Action Plan have been prepared to guide how Pacific Hydro will work with Aboriginal and Torres Strait Islander communities across Australia to achieve greater understanding through its strategic actions to ensure that the organisation has a culturally respectful, responsive and safe approach to how it works with Aboriginal and Torres Strait Islander peoples and communities. There are many examples of how this will be achieved in the future including developing cultural protocols, engagement plans and partnership agreements. Pacific Hydro will be improving how it engages with Traditional Owner Groups and recruiting Aboriginal and Torres Strait Islander peoples in its business and procuring goods and services from the Aboriginal and Torres Strait Islander supply chain.

I am delighted to have the honour, privilege and opportunity to work with Pacific Hydro staff and Uncle Eddie Smallwood and his Gudjuda team and many other Traditional Owner groups to support the reconciliation journey. Uncle Eddie and his team are a great example of how Traditional Owners can work collaboratively with Pacific Hydro teams to reach common goals whilst maintaining the highest integrity and respect for each other in the process.

I am confident that the actions and deliverables within this Reconciliation Action Plan will demonstrate to others that Pacific Hydro does value, support and acknowledges the important place it has to ensure that Aboriginal and Torres Strait Islander cultures, values and aspirations are central to all parts of its work.

I look forward to working with Pacific Hydro and the Aboriginal and Torres Strait Islander communities in meeting the vision, needs and aspirations of the Pacific Hydro RAP.



Message from
Uncle Eddie Smallwood -
Bindal Elder, Chair Gudjuda
Reference Group

I would like to thank Pacific Hydro and Karen Milward for including me into this wonderful journey in regards to the Pacific Hydro Reconciliation Action Plan; I would also like to acknowledge all the traditional owners that are working in partnership with Pacific Hydro on projects on their country.

From a Bindal traditional owner, it is great to see Pacific Hydro staff working with the first nations people to develop a respectful partnership with Aboriginal culture, caring for our country and indigenous employment opportunities.

By working with staff from Pacific Hydro and Karen Milward we shared a lot of cultural knowledge and supported each other in developing a reconciliation plan that will support all parties involved in the RAP.

I would like to thank everyone that had an input into the RAP including staff that have since left Pacific Hydro. I would also like to thank Karen Milward for her support and her statement in this RAP.

On behalf of the Bindal people we would like to thank Pacific Hydro for working in partnership to care for our Bindal country.



Message from
Jodie Hill - RAP Chair

I feel fortunate to work for an organisation that values diversity, inclusion and respect in all that it does. Pacific Hydro continues to learn, share knowledge and take action to strengthen relationships with Aboriginal and Torres Strait Islander communities in which we live, work and operate. The Reflect Reconciliation Action Plan will help guide our teams efforts as we continue to ensure genuine understanding and respectful collaboration to set the foundation for sustainable partnerships and shared benefits. I look forward to sharing this journey with our dedicated RAP Working Group and RAP Committee members from across the business.

“From a Bindal traditional owner, it is great to see Pacific Hydro staff working with the first nations people”

Our Partnerships / Current Activities

Case Study: Gudjuda Reference Group Aboriginal Corporation

Pacific Hydro's Houghton Solar Farm is located on Bindal Country in Northern Queensland. The Bindal people are represented by Gudjuda Reference Group Aboriginal Corporation - a non-profit Aboriginal community enterprise that supports three Traditional Owner Groups in the Burdekin region.

Gudjuda, which means Saltwater people, delivers various land and sea projects with a focus on supporting employment, training, environmental protection, cultural mentoring and the well-being of Aboriginal and Torres Strait Islander peoples. One of these projects is the **Gudjuda Sea Rangers Turtle Conservation Program**. Pacific Hydro was thrilled to be able to support the program by providing

funding towards a 12-passenger vessel to assist with Gudjuda's development of an eco-tourism business alongside the turtle conservation program.

In 2019, Pacific Hydro sponsored the **Burdekin Sisters Program** which provides local Aboriginal women with fitness and wellbeing sessions, mental health and domestic violence support and cultural excursions.

Pacific Hydro has also made a 5-year sponsorship commitment to the **Gudjuda Deck Café and Cultural Centre** located at Plantation Park, Ayr. The Café and Cultural Centre provides education and training opportunities for the local community, featuring locally produced art and cultural information as well as delicious homemade food. An Aboriginal artefact found at Houghton Solar Farm during a Cultural Heritage Survey is on display at the Cultural Centre.

In October 2019, Pacific Hydro celebrated the opening of Houghton Solar Farm with an opening ceremony at the solar farm. We were honoured to have Bindal Elders, Uncle Eddie Smallwood, Chairperson of Gudjuda Reference Group and Aunty Julie in attendance. Aunty Julie kindly welcomed the group to Bindal Country, Uncle Eddie conducted a smoking ceremony and the talented Bindal Dancers and a didgeridoo player provided an unforgettable insight into Bindal culture - a few lucky guests even took part in a dancing lesson!



Case Study: Dhauwurd Wurrung Elderly & Community Health Service

Dhauwurd Wurrung Elderly & Community Health Service (DWECH) is a not-for-profit Aboriginal community-controlled organisation located in Portland, Victoria. DWECH was established in 1992 by the Elders of the Gunditjmara Traditional Owners to provide culturally appropriate health and aged care services.

Pacific Hydro is delighted to have been able to support DWECH community programs through our Great South West Sustainable Communities Fund. The Fund shares the benefits of our Portland Wind Energy Project with the surrounding communities.

The **Koori Youth Program** provides capacity building activities for young community members to encourage positive social connection. Education, mentoring and support are provided along with various activities such as: sports, cultural strengthening, music, arts, and vocational training. Funding was provided to purchase sporting equipment, art, sewing materials and gardening supplies to build garden beds for native fruit and vegetables to be used for free community lunches.

The **Well Women and their Children Program (WWTC)** aims to enhance the wellbeing and quality of life of mothers and their children through education and self-development. Culturally safe and confidential support is provided with a weekly lunch, open to all Aboriginal and Torres Strait Islander women and their children. Pacific Hydro was pleased to be able to support the program with funding for cooking classes, gardening equipment, sewing and craft materials and locally designed polo-tops for participants.

In 2020, following consultation with community members and a review of procurement practices, DWECH sought funding to install solar panels at the centre. The project was such a success, further funding was provided in 2021 to expand the system with additional panels and a battery. The project will provide lasting benefits in reducing energy costs and emissions and allow excess funds to be redirected to community support efforts.

Case Study: Cultural Heritage Repatriation at Yaloak South Wind Farm

Pacific Hydro is committed to ensuring the preservation of Cultural Heritage at our project sites through consultation with Traditional Owners. At Yaloak South Wind Farm, the project's Cultural Heritage Management Plan (CHMP) was developed with Wadawurrung Traditional Owners Aboriginal Corporation and was one of the first CHMPs developed for a wind farm under *Victoria's Aboriginal Heritage Act 2006*.

Hundreds of artefacts were collected during salvage works, which were undertaken in accordance with the CHMP. The artefacts found were mainly quartz and silcrete blades and flakes (also known as debitage) from tool making.

During National Reconciliation Week in May 2018, as construction of the wind farm was nearing completion, the artefacts were returned to Country in a traditional ceremony with Wadawurrung Elders. The artefacts, soil from the excavation, and copies of the CHMP were placed inside watertight tubes, which were cleansed in a smoking ceremony, and placed inside traditional woven containers before being buried.



Relationships



Respect



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August 2022	Executive Manager, Development.
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2022	Executive Manager, Development.
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May - 3 June 2022	Senior Project Leader, Community Investment and Communications.
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2022	Senior Project Leader, Community Investment and Communications.
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022	Senior Project Leader, Community Investment and Communications.
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	August 2022	Senior Corporate Lawyer.
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2022	Procurement and Commercial Manager.
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2022	Executive Manager, Development. Digital Growth Manager.
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	September 2022	General Manger People and Safety. Human Resources Business Partner.
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2022	General Manger People and Safety. Human Resources Business Partner.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	December 2022	General Manger People and Safety. Human Resources Business Partner. Corporate Accountant.
	• Conduct a review of cultural learning needs within our organisation.	September 2022	General Manger People and Safety. Human Resources Business Partner. Corporate Accountant.
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2022	Senior Project Leader, Community Investment and Communications. Environment, Planning and Approvals Manager.
	• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2022	Senior Project Leader, Community Investment and Communications. Environment, Planning and Approvals Manager.
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2022	Human Resources Business Partner. Senior Treasury Analyst.
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2022	Human Resources Business Partner.
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2022	Human Resources Business Partner.

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	October 2022	General Manger People and Safety. Human Resources Business Partner.
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2022	General Manger People and Safety. Human Resources Business Partner.
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2022	Procurement and Commercial Manager.
	• Investigate Supply Nation membership / or membership of alternate Aboriginal business support organisations.	August 2022	Procurement and Commercial Manager.

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	June 2022	General Manger People and Safety.
	• Draft a Terms of Reference for the RWG.	June 2022	General Manger People and Safety.
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2022	General Manger People and Safety.
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June 2022	General Manger People and Safety. Senior Treasury Analyst.
	• Engage senior leaders in the delivery of RAP commitments.	June 2022	General Manger People and Safety.
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2022	General Manger People and Safety. Senior Corporate Lawyer.
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 October 2022	Senior Project Leader, Community Investment and Communications; Environmental Compliance Officer.
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	February 2022	Senior Project Leader, Community Investment and Communications; Environmental Compliance Officer.

For any enquiries relating to Pacific Hydro's Reconciliation Action Plan please contact:

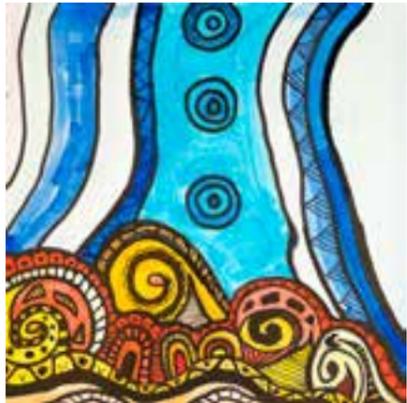
Bernadette Holland
Senior Project Leader, Community Investment & Communications
Phone: (03) 8621 6328
Email: bholland@pacifichydro.com.au

About the Artist



Kellie is a Kilcarer Gunditj and Gilgar Gunditj Traditional Custodian of the Gunditjmara Tribe of the South West of Victoria.

Kellie has been practising traditional/contemporary art for 19 years. Kellie also teaches art based Cultural Awareness to Indigenous and non-Indigenous peoples. Kellie's artwork reflects the traditional Gunditjmara style and her deep connection to the land and the many sites of cultural and spiritual significance in the South West of Victoria.



Artist: Kellie Frankland-Saunders
Country: Kilcarer Gilga Gunditj of the Gunditjmara Nation

Title: Kardermudeler (Portland Bay)

Medium: Pen Ink on Paper

Original Dimensions: 3 units x 14cm x 14cm each (Triptych)

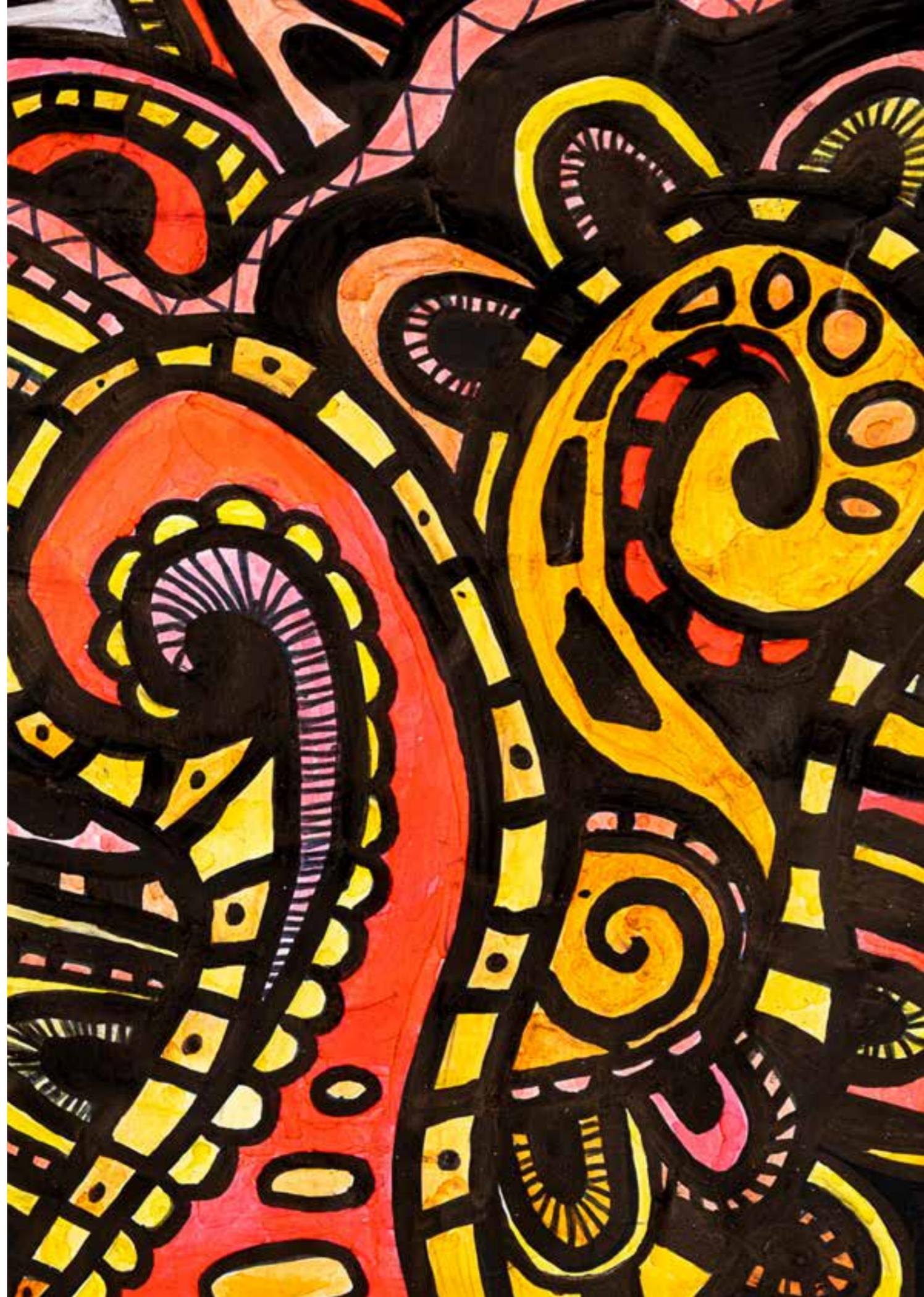
Year Created: 2021

Artwork Story: Kardermudeler is Dhauwurd Wurrung for Portland Bay. The images represent the bay, the river outlets, the food sources around the coast including the middens.

Middens are an archive of ancient coastal lifeways and environments. Archaeologically middens preserve a record of thousands of years of coastal occupation.

A midden is an occupation site where Aboriginal people left remains of their meals. At some sites substantial deposits grew over generations of use of the same area, and some middens are a few metres deep. For most Aboriginal nations middens are sacred sites. The original artworks are displayed proudly in the Pacific Hydro Head office.

Art consultation & document design by





Level 13, 700 Collins Street Docklands
Victoria 3008 Australia

enquiries@pacifichydro.com.au

pacifichydro.com.au