



Squadron Energy

Reflect Reconciliation Action Plan

April 2024 – April 2025

Acknowledgement of Country

Squadron Energy acknowledges the Traditional Owners and Custodians of the Lands and Waters where we work and live. We pay our respects to Elders past and present and acknowledge their ongoing cultural and spiritual connection to Country.

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Photo: Sapphire Wind Farm, Ngarabal Country. Taken by Gavin Jowitt. Permission has been granted for use of this image.



Keira-Leigh Newman

Featured Artist

Introducing Keira-Leigh Newman, a talented young artist from Wellington, New South Wales. At just 16 years old, Keira-Leigh has already shown a deep passion for her Aboriginal heritage through her art. She is a proud Wiradjuri girl and is excited to share her artistic journey with the launch of Magarra Designs, a platform where she intertwines traditional Wiradjuri stories and symbols into captivating and vibrant designs on various mediums like bags, clothing, canvases, and more. Her strong connection to her cultural roots serves as the source of her inspiration as she aims to shine a light on the beauty and significance of Wiradjuri art forms. Embracing the rich diversity of Indigenous art, Keira-Leigh creations vividly depict the stories and traditions that are integral to her cultural identity.

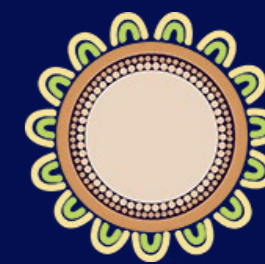
Elements in our artwork:



Wind Turbine



People Working Together



Yarning Circle



Campsite



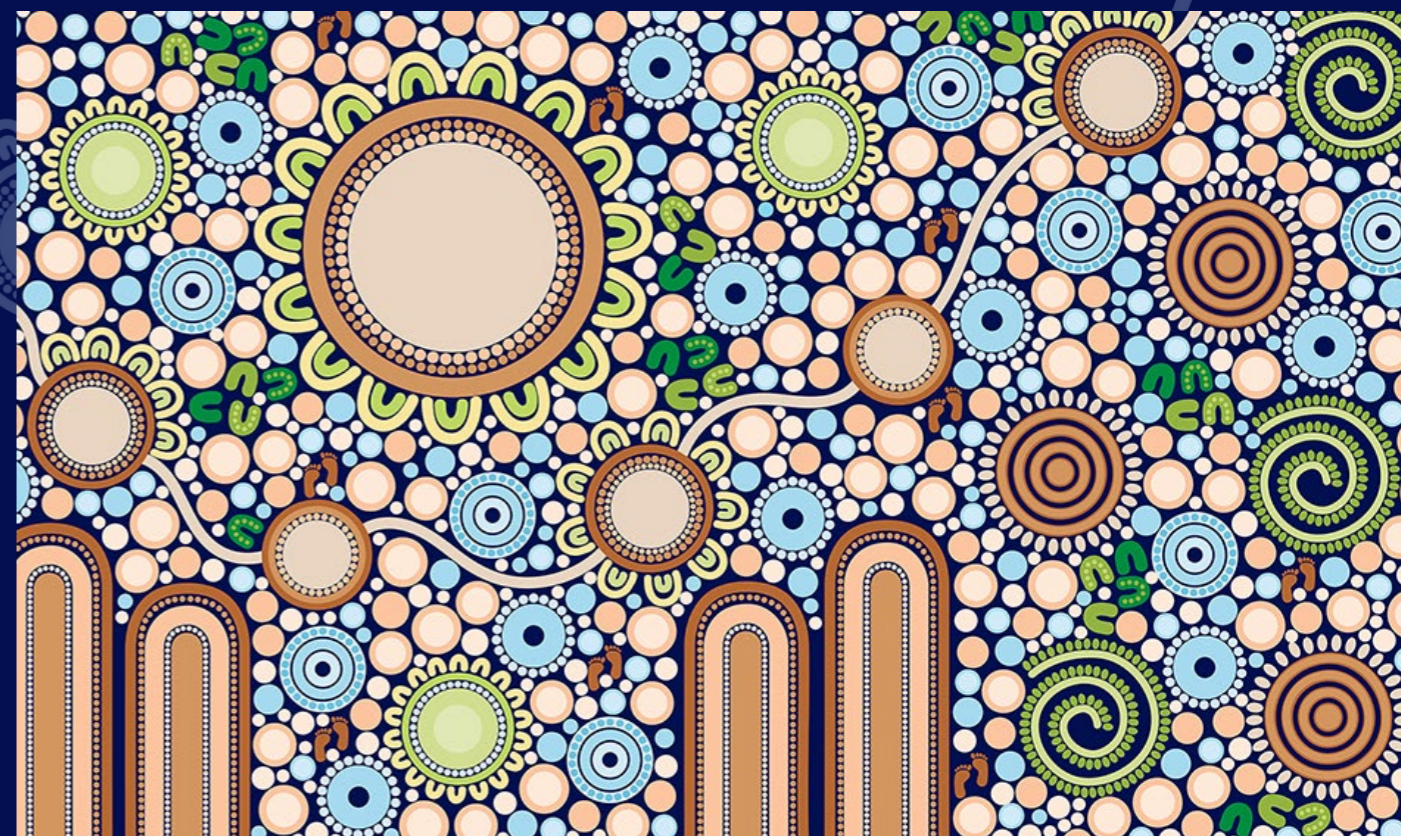
Footprints



Water hole

The artwork for Squadron Energy's Reconciliation Action Plan (RAP) visually captures the essence of diversity, Aboriginal culture, sustainability and shared values.

It symbolises our commitment to reconciliation and the creation of a sustainable future in harmony with the environment and community.





Karen Mundine

Reconciliation Australia CEO

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 Squadron 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 Squadron Energy, 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



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

Squadron Energy joins a network of more than 2,500 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.

Rob Wheals

Squadron Energy CEO

I'm proud to introduce Squadron Energy's Reconciliation Action Plan, setting out our commitment to reconciliation.

We acknowledge the Traditional Owners of the lands on which we work and operate. Our RAP reflects our organisation's collective resolve to embed reconciliation principles across all that we do. It is an extension of our values of integrity, empowerment, and family, which are core to the way we operate and collaborate.

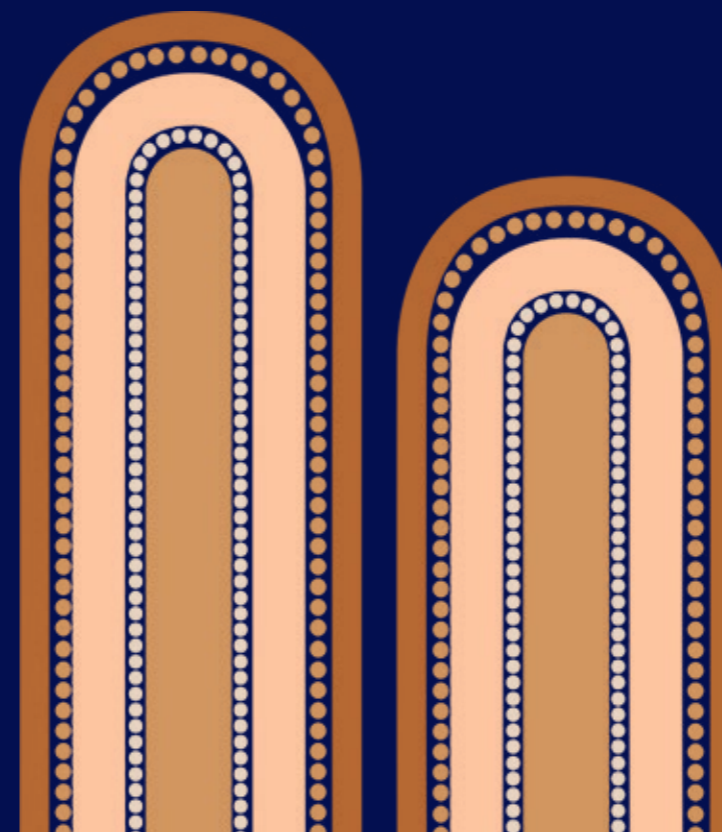


True reconciliation requires tangible actions, not just words. Our RAP outlines steps to strengthen ties with First Nations communities, amplifying voices, fostering shared growth and ensuring our initiatives are impactful and relevant.

Through our RAP, we hope to contribute to meaningful change and benefits for First Nations peoples. Together, we forge a path to inclusivity, where renewable energy not only powers the future but empowers communities.

As an organisation, we are early on in our reconciliation journey, but our enthusiasm and commitment is second to none. I look forward to us delivering on our actions set out in this RAP and fostering a culture of understanding, determination, united by our vision for reconciliation.

Rob Wheals
Chief Executive Officer
Squadron Energy



Our organisation

Squadron Energy is Australia's leading renewable energy company that develops, operates and owns renewable energy assets in Australia. We are 100% Australian owned and have 1.1 gigawatts (GW) of renewable energy in operation and 900MW under construction. We are committed to delivering a 14GW development pipeline by 2030, powering the equivalent of six million homes.

200

Squadron Energy employs approximately 200 employees in Australia with corporate office spaces in:

- Sydney on Eora Country
- Newcastle on Awabakal Country
- Canberra on Ngunnawal Country
- Wollongong on Dharawal Country
- Melbourne on Woiworung Country
- Dubbo on Wiradjuri Country
- Brisbane on Yuggera Country
- Perth on Whadjuk Noongar Country

5

Squadron Energy has five operational projects:

- Bango Wind Farm on Ngunnawal Country near Yass
- Crudine Ridge Wind Farm on Wiradjuri Country near Mudgee
- Murra Warra I Wind Farm on Jardwadjali Country near Horsham
- Murra Warra II Wind Farm on Jardwadjali Country near Horsham
- Sapphire Wind Farm on Ngarabal Country near Glen Innes

3

With a further three projects currently under construction:

- Clarke Creek on Barada Kabalbara Yetimarala Country
- Port Kembla Energy Terminal on Dharawal Country
- Uungula Wind Farm on Wiradjuri Country

We currently have three employees who identify as Aboriginal and/or Torres Strait Islander peoples.

Our Reconciliation Action Plan

Squadron Energy and our employees are committed to unlocking Australia's energy future and powering communities. We take great pride in the opportunities that our projects bring to the communities that host us. We are committed to becoming a leading renewable energy organisation in the space of reconciliation, which we consider is integral to being a good corporate citizen in Australia. Our RAP has been drafted with input by individuals from across Squadron Energy at all levels of the organisation.

The decision of our CEO, Rob Wheals, to volunteer as RAP champion was made to communicate the significance of Reconciliation to the business from the top down, and to assist in the communication of the RAP throughout the organisation. Our goal is to have principles of reconciliation incorporated in our decision-making across our projects.

In early 2023, CWP Renewables and Squadron Energy joined forces to become the Australian leader in renewable energy. CWP Renewables had put into place a Reflect RAP in 2021. It was decided in consultation with Reconciliation Australia that we would undertake a review of our RAP by the new Squadron Energy group. This has allowed us the opportunity to apply learnings from CWP's Reflect RAP journey and to review the applicability of commitments across the new, integrated organisation.

We recognise that Australia is made up of many different and distinct Aboriginal and/or Torres Strait Islander communities, each with diverse cultures, languages, beliefs, and practices. We celebrate this diversity of Australia's First Peoples and their ongoing connections to Country. We are inspired by the power, courage and resilience demonstrated by the willingness of First Nations Peoples to reconcile and are thankful for the opportunity to contribute and participate.

We particularly acknowledge and extend our appreciation to the Aboriginal and/or Torres Strait Islander persons that have contributed their time, effort, and wisdom to the development of this Reconciliation Action Plan.



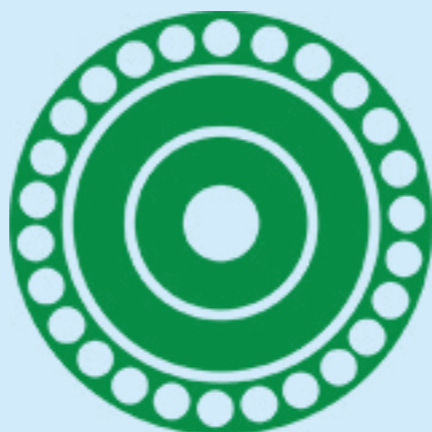
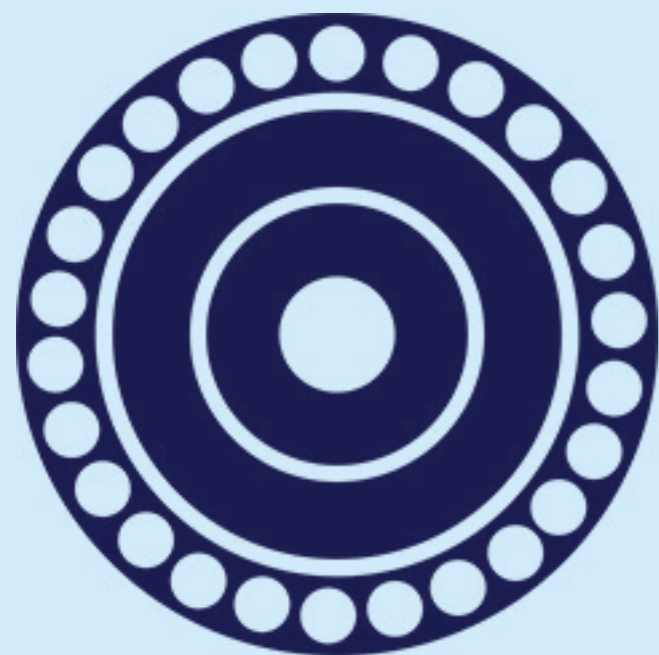
Photo (left to right): Tian Zhou and Brad Jachmann, Bango Wind Farm, Ngunnawal Country.



Our RAP Team

Our RAP Working Group is made up of:

- **Rob Wheals** | CEO and RAP Champion
- **David Walsh** | Renewables Engineer
- **Emma Leslie** | Strategic Communications Manager
- **John Allison** | Head of First Nations Engagement
- **Kate Sykes** | Executive General Manager People and Culture
- **Matt Flower** | Head of Development Services
- **Maxwell Irish** | Investment Analyst
- **Megan Mallon** | People and Culture Advisor
- **Mel Bird** | Health and Safety Advisor
- **Michael McGuire** | Operations Manager Crudine Ridge
- **Nadine Caff** | Project Officer
- **Nigel Barrington** | Finance Manager
- **Rita Antranik** | Landside & Marine Operations Manager
- **Stephanie Giblin** | Lawyer
- **Vince Chaplin** | Senior Construction Environmental Advisor



Our *Reflect* Actions



Photo : Bango Wind Farm, Ngunnawal Country. Taken by Snowy Hydro. Permission has been granted for use of this image.



Relationships

Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen our engagement and working relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review the requirements for Stakeholder Engagement Plans (SEP) for Development Projects, to ensure they include Aboriginal and/or Torres Strait Islander stakeholders and organisations relevant to the Project's locality and sphere of influence.	Oct-24	Lead: Head of Stakeholder and Community Engagement Support: Project Manager
	Liaise with SQE First Nations Engagement employees on best practice and principles of engagement with Aboriginal and/or Torres Strait Islander stakeholders, who are identified in the Stakeholder Engagement Plan for each Development Project.	Oct-24	Lead: Head of Stakeholder and Community Engagement Support: Project Manager
	Establish, strengthen and maintain meaningful partnerships with First Nations stakeholders and organisations across our business supply chains.	Oct-24	Lead: Head of Stakeholder and Community Engagement Support: Head of First Nations Engagement
	Review and reinforce company process for recording contact information and consultation history with Aboriginal and/or Torres Strait Islander stakeholders.	Oct-24	Lead: Head of Stakeholder and Community Engagement Support: Head of First Nations Engagement
	Develop relationships with Aboriginal and/or Torres Strait Islander recruiters and labour hire businesses (e.g. Indigenous Labour Hire, Aboriginal Employment Strategies, NuiDawn).	Oct-24	Lead: Executive General Manager People and Culture Support: Relevant Regional Economic Development Facilitator
	2 Actively promote and engage in National Reconciliation Week (NRW) activities.	Circulate Reconciliation Australia's National Reconciliation Week resources, events and reconciliation materials to our employees.	May-24
RAP Working Group members to participate in an external NRW event.		May-24	Lead: Strategic Communications Manager Support: People and Culture Advisor
Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.		May-24	Lead: Strategic Communications Manager Support: People and Culture Advisor
Use our best endeavours to source and procure local First Nation's suppliers in Squadron Energy National Reconciliation Week events.		May-24	Lead: Office Manager Support: People and Culture Advisor

Action	Deliverable	Timeline	Responsibility
2	Acknowledgement of National Reconciliation Week in the Company Town Hall.	May-24	Lead: Strategic Communications Manager Support: People and Culture Advisor
3 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to our internal teams.	Jul-24 Jan-25	Lead: Strategic Communications Manager Support: People and Culture Advisor
	Communicate our commitment to reconciliation to our external stakeholders.	Jul-24 Jan-25	Lead: Stakeholder Engagement Manager Support: Head of Communications
	Investigate how RAP artwork can be further integrated into communications.	Sep-24	Lead: Strategic Communications Manager Support: Head of First Nations Engagement
	Review our community sponsorships through a First Nations inclusive lens and investigate new community partnership opportunities with Aboriginal and Torres Strait Islander communities and organisations.	Jul-24	Lead: Head of Stakeholder and Community Engagement Support: Head of First Nations Engagement
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Jul-24 Jan-25	Lead: Head of First Nations Engagement Support: Head of Stakeholder and Community Engagement
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Jul-24 Jan-25	Lead: Head of First Nations Engagement Support: Relevant Regional Economic Development Facilitator
	Ensure that our job advertisements demonstrate we are striving for Reconciliation (i.e. statements of support and referring to traditional place names).	Jul-24	Lead: Executive General Manager of People and Culture Support: People and Culture Advisor
	4 Promote positive, culturally diverse and safe workplace.	Promote workplace and employment policies to have a zero-tolerance of workplace discrimination and racism.	Oct-24 Apr-25
Reinforce our workplace as a safe space for all employees to talk about race related issues and concerns including intranet and internal online resources and support for employees.		Sep-24 Apr-25	Lead: Health and Safety Advisor Support: Strategic Communications Manager



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.	Provide communications guidance to all employees on inclusive and culturally sensitive language and resources for ongoing cultural learning.	Jul-24	Lead: Executive General Manager of People and Culture Support: Strategic Communications Manager
	Implement Aboriginal and/or Torres Strait Islander cultural training across the business.	Apr-25	Lead: Executive General Manager of People and Culture Support: People and Culture Advisor
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop a corporate and project naming procedure inclusive of a workflow for determining appropriateness of incorporating Aboriginal and/or Torres Strait Islander language in naming projects and corporate applications.	Oct-24	Lead: Head of Development Services Support: Head of First Nations Engagement
	Investigate local cultural protocols and communicate to our employees at onsite inductions.	Oct-24	Lead: Project Manager Support: Health and Safety Advisor
	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Oct-24	Lead: Strategic Communications Manager Support: People and Culture Advisor
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our employees about the meaning of National Sorry Day & NAIDOC Week via a companywide acknowledgement of National Sorry Day and NAIDOC Week in the company Town Hall.	Jun-24	Lead: Strategic Communications Manager Support: People and Culture Advisor
	Draw our employees' attention to National Sorry Day and NAIDOC Week by promoting external events in our local areas and ensure resources and materials are accessible to our employees.	Jul-24	Lead: Strategic Communications Manager Support: People and Culture Advisor
	RAP Working Group to participate in, and encourage colleagues to join, an external NAIDOC Week event.	Jul-24	Lead: Strategic Communications Manager Support: People and Culture Advisor



Opportunities

Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Research an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	Oct-24	Lead: Executive General Manager of People and Culture Support: Head of First Nations Engagement
	Deliver scholarship for promising Aboriginal and Torres Strait Islander peoples for further education in the areas required at Squadron Energy such as engineering, environment, law, management, construction, and finance. Consider also pairing this with work experience or a cadetship within our organisation.	Apr-25	Lead: Executive General Manager of People and Culture Support: Relevant Regional Economic Development Facilitator
	Investigate employment opportunities within SQE and broader businesses for Aboriginal and Torres Strait Islander employment.	Jan-25	Lead: Executive General Manager of People and Culture Support: Head of First Nations Engagement
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Ensure access to the RAP is referred to in the recruitment and onboarding process.	Jul-24	Lead: Executive General Manager of People and Culture Support: People and Culture Advisor
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Jan-25	Lead: Regional Economic Development Facilitator Support: Investment Analyst
	Investigate opportunities for Aboriginal and Torres Strait Islander Land Care Management for our offset sites.	Jan-25	Lead: Head of Development Services Support: Regional Economic Development Facilitator
	Investigate ways in which to increase Aboriginal and Torres Strait Islander participation in contractor employment.	Jan-25	Lead: Head of Procurement Support: Regional Economic Development Facilitator
	Develop relationships with local Aboriginal and Torres Strait Islander suppliers.	Jan-25	Lead: Regional Economic Development Facilitator
	Investigate the potential for Aboriginal and/or Torres Strait Islander Art to be featured on existing and planned project infrastructure including wind turbine tower bases.	Oct-24	Lead: Senior Construction Environmental Advisor Support: Head of First Nations Engagement



Governance



Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Apr-25	Lead: People and Culture Advisor Support: Head of Development Services
	Maintain a Terms of Reference for the RWG.	Jul-25	Lead: Lawyer Support: Renewables Engineer
	Meet at least every 3 months and report on implementation and activities to senior leadership.	Apr-24 Jul-24 Oct-24 Jan-25 Apr-25	Lead: Renewables Engineer
	Strive to maintain Aboriginal and/or Torres Strait Islander representation on the RWG.	Oct-24 Apr-25	Lead: People and Culture Advisor Support: Head of Development Services
11 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Jul-24	Lead: Finance Manager Support: People and Culture Advisor
	Investigate inclusion of active participation in Reconciliation Action in the KPIs of the relevant employees.	Jul-24	Lead: Executive General Manager People and Culture Support: People and Culture Advisor
	Assess need for a dedicated RAP Coordinator role.	Jul-24	Lead: Executive General Manager People and Culture Support: Head of First Nations Engagement
	Engage senior leaders in the delivery of RAP commitments.	Apr-24 Jul-24 Oct-24 Jan-25 Apr-25	Lead: People and Culture Advisor Support: Project Officer
	At least one EGM to attend RAP Meetings at a minimum, once every 3 months.	Apr-24 Jul-24 Oct-24 Jan-25 Apr-25	Lead: Executive General Manager People and Culture Support: Project Officer
	Improve systems and capability to track, measure and report on RAP commitments. This includes the exploration of regular reporting to the RWG.	Jul-24	Lead: Investment Analyst Support: Finance Manager
	Increase RWG and company engagement with RAP systems and reports. Improve them so that they can be used to learn from past initiatives.	Oct-24	Lead: Investment Analyst Support: People and Culture Advisor

Action	Deliverable	Timeline	Responsibility
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to make certain that our primary and secondary contacts are up-to-date ensuring we are receiving important correspondence.	Aug-24 and annually	Lead: People and Culture Advisor Support: Renewables Engineer
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Survey.	Aug-24 and annually	Lead: People and Culture Advisor Support: Renewables Engineer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sep-24 and annually	Lead: People and Culture Advisor Support: Renewables Engineer
	Investigating inclusion of reporting on RAP progress on the agenda board meetings and/or the Sustainability Committee (part of the HSES Committee).	Oct-24	Lead: CEO Support: Executive General Manager People and Culture
13 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jan-24	Lead: People and Culture Advisor Support: Project Officer

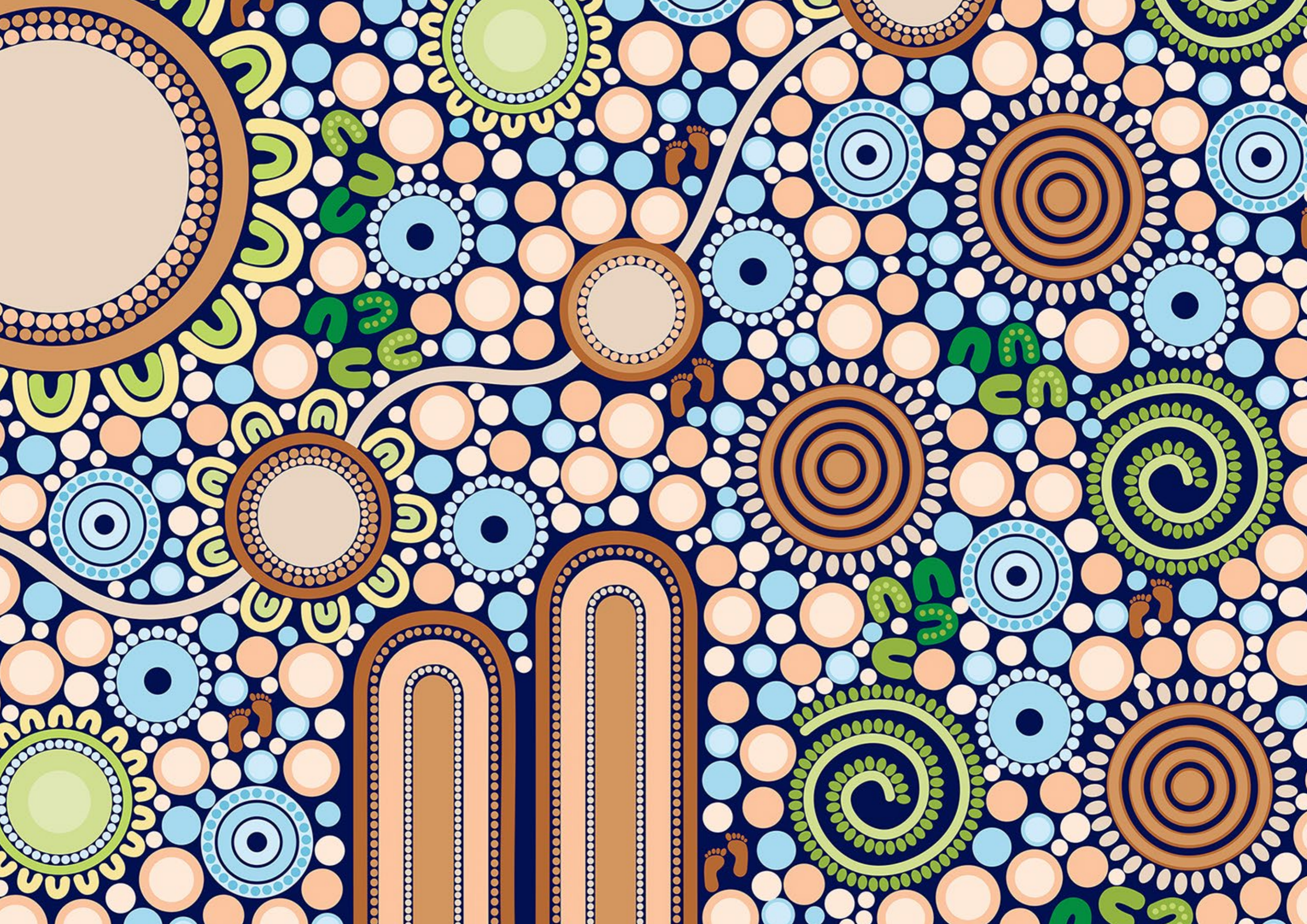


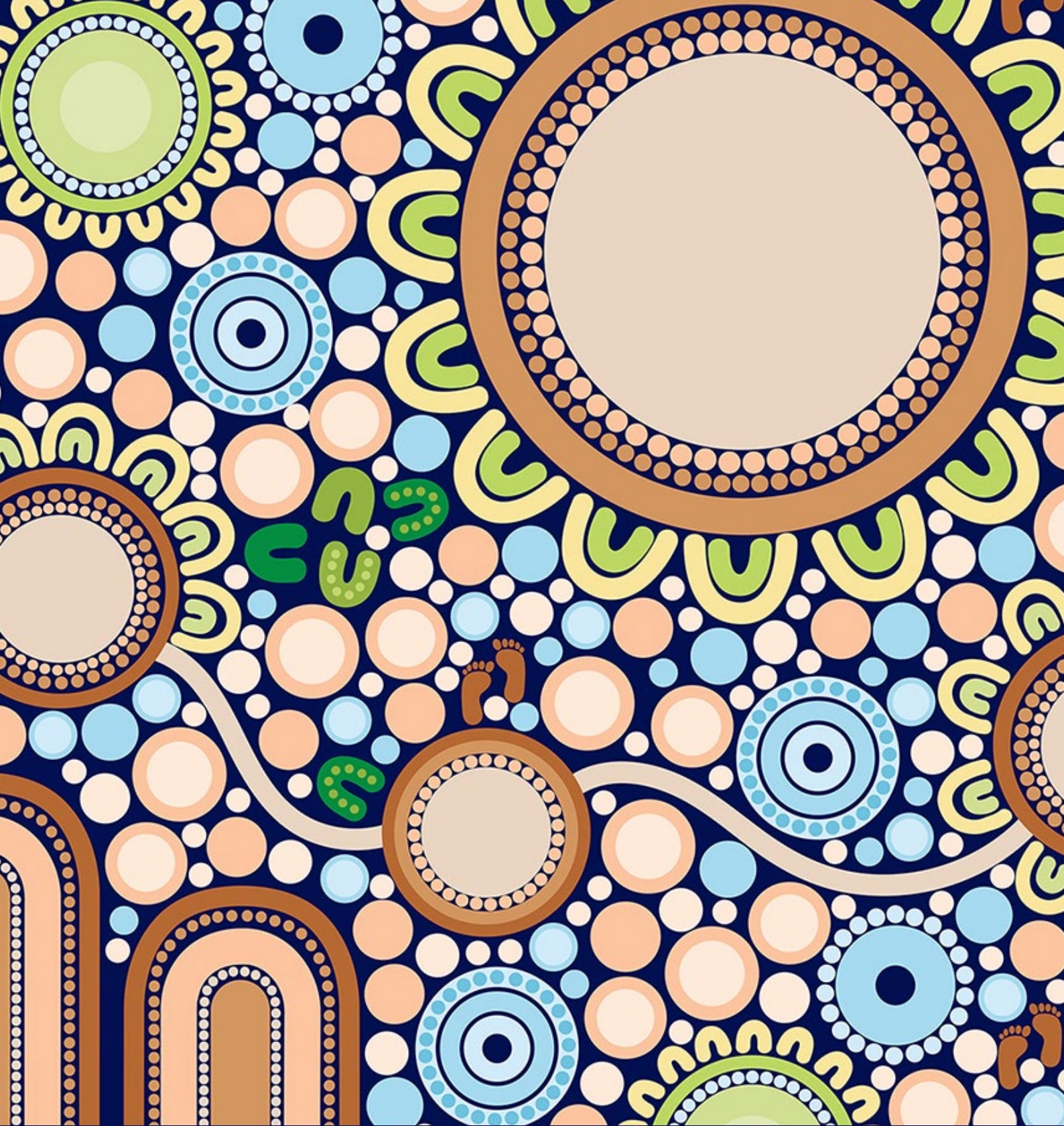
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DISCLAIMER

This Reconciliation Action Plan is provided for general information only. The intention is to communicate Reconciliation Reflect goals. All content included in this report was accurate at the time of publishing (March 2024).





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