



Reflect Reconciliation Action Plan
December 2025 – December 2026



Acknowledgement of Country

ACEN Australia (ACEN) acknowledges the resilience and knowledge of the Traditional Custodians of this nation. We pay our respects to Elders past and present, and the many Aboriginal and Torres Strait Islander peoples that continue to care for land and sea Country.

This statement will be revised to reflect local language and cultural protocols, in consultation with First Nations representatives involved in our projects.

Indigenous Cultural and Intellectual Property (ICIP)

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About the artwork

In Between the Footsteps of Reconciliation

An old abalone shell symbolises our ancient culture, ancestors, land, sea, sky, and waterways. The steps within represent connection and the journey forward, with symbolic meanings radiating from the centre outward.

Nine sea stars represent the nine nations of Trouwerner/Lutruwita (Tasmania). The sea stars symbolise the regeneration of our waters, land, and sky through natural energy, honouring the healing, cyclical rhythms of country. As we hear and feel country, she too hears and feels us.

It feels significant to me that ACEN Australia (ACEN) chose a Tasmanian artist for its first Reconciliation Action Plan (RAP) artwork, acknowledging its own beginnings here in Trouwerner/Lutruwita. While ACEN is now a national company, this connection honours where its journey started and reflects a commitment to reconciliation across all the lands it works on.

For generations, our people lived in rhythm with land and water – using what was needed, giving back, and listening deeply.



Renewable energy, when done with care, feels like a continuation of that relationship. It shows us that cultural renewal and clean energy can exist side by side, each strengthening the other, each rooted in respect.

In Between the Footsteps of Reconciliation speaks of connection, unity, navigation, and universality. Though we come from diverse cultural backgrounds and places, we are all

human beings. I believe this is the heart of Reconciliation – to respect diversity, acknowledge all voices, and find a shared pathway forward, together.



About the artist

My name is Joanne Kennedy. I am a Palawa artist, mother of three and grandmother of five, living on the Traditional lands of the plairhekenillerplue people in Pataway (Burnie), Trouwerner/Lutruwita (Tasmania). I am a proud Trawlwoolway woman and a direct descendant of Mannalargenna through his daughter Woretemoeteyenner of the Tebrakunna Nation in the North East.

My ancestry also connects to the Dalrymple Briggs family of North West Tasmania, through Dolly Dalrymple – the daughter of Woretemoeteyenner and a sealer named George Briggs. Dolly is widely recognised as a significant figure in Tasmanian Aboriginal history, and many families, including mine, trace their lineage through her. Her life represents a vital link between pre-colonial and post-colonial Aboriginal experience in Tasmania, and her legacy continues to shape the cultural identity of many Palawa people today.

I still consider myself an emerging artist. I first began painting as a way to heal and express my life journey after experiencing family violence. Since then, my practice has grown to include weaving, with pieces exhibited and available for sale at Tiagarra in Devonport, a cultural centre and museum dedicated to preserving and sharing the Aboriginal heritage of

the region. It provides a platform for First Nations artists to showcase their work, tell their stories, and connect with community through exhibitions and cultural events. Having my work displayed there is deeply meaningful – it reflects both personal healing and cultural continuity.

Alongside commissioned artworks, I run workshops in community settings and have been the resident artist at the Child and Family Hub working together on a community mural. As I write this, I'm also preparing to lead a four-week family workshop series with The Canopy, a community organisation that supports families through creative, educational and wellbeing-focused programs. My art is grounded in cultural identity and resilience, and I continue to explore new ways to share stories and strengthen community through creative expression.

I am honoured to contribute to ACEN Australia's (ACEN's) Reconciliation Action Plan (RAP).

This work reflects the shared journey toward respectful relationships. It speaks to the possibility of clean energy and

cultural renewal existing side by side – each guided by care, connection and listening deeply to Country.



JOANNE KENNEDY

Palawa artist and Trawlwoolway woman



Statement from CEO of Reconciliation Australia

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

ACEN joins a network of more than 3,000 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 5.5 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 ACEN 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 ACEN, 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

REFLECT RECONCILIATION ACTION PLAN

Statement from our Managing Director

At ACEN Australia (ACEN), we're proud of the work we do to help power the country with clean energy – but we know that how we deliver matters just as much as what we deliver.

Our Reconciliation Action Plan (RAP) is about making sure we're doing things the right way. It's about listening, learning, and building respectful relationships with Aboriginal and Torres Strait Islander peoples. We know our projects have long-term impacts, and we want those impacts to be positive, lasting, and shaped by the communities we work with.

To me, reconciliation means showing up with humility, being open to change, and committing to actions that make a real difference, not just for today, but for generations to come.

I've seen firsthand how early engagement and genuine collaboration can make a difference. Our New England Solar project, on Anaiwan Country, has taught us a lot about the importance of cultural

values, trust, and transparency. And our equity partnership with the Yindjibarndi in WA's Pilbara region is a powerful example of what's possible when First Nations leadership is at the centre of energy development.

This RAP helps us build on those foundations. It gives us a clearer framework to embed Indigenous participation across our business – from how we hire and train, to how we plan and deliver projects. It's also a chance to strengthen our internal culture and make sure our values show up in our actions.

I'm proud to champion this work, and I'm grateful to everyone who's helped shape it. Reconciliation is a journey, and we're committed to walking it with care, humility and purpose.

DAVID POLLINGTON
Managing Director
ACEN Australia

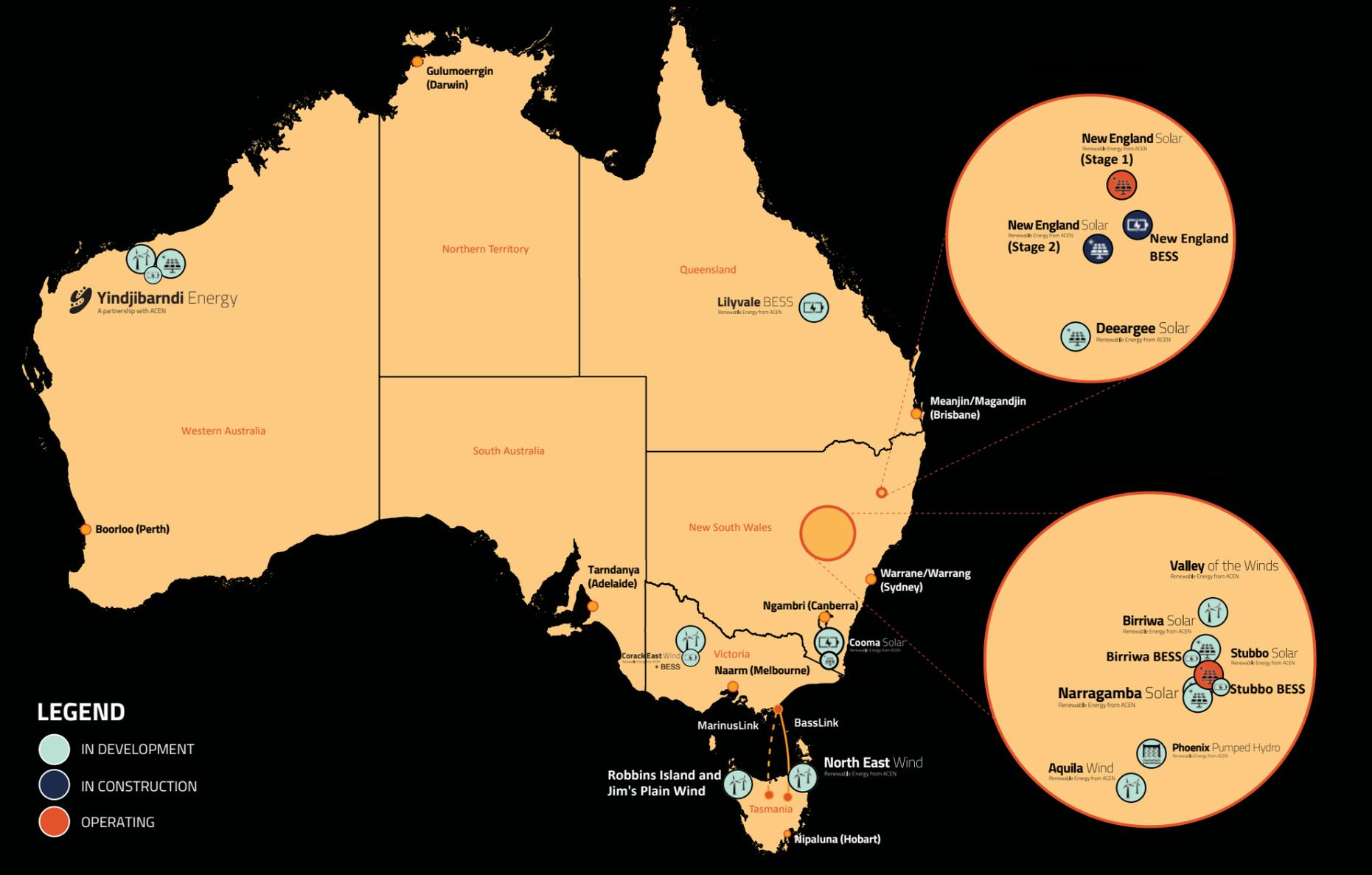


REFLECT RECONCILIATION ACTION PLAN



Stubbo Solar, Wiradjuri Country, NSW

Powering communities



LEGEND

- IN DEVELOPMENT
- IN CONSTRUCTION
- OPERATING

Our business

ACEN develops, owns and operates large-scale renewable energy projects that help power homes and businesses across the country. Our core business spans solar, wind, battery storage and pumped hydro, with over 1 gigawatt of clean energy capacity already in construction or operation, and more than 13 gigawatts in our development pipeline.

Our business is growing and we employ more than 130 people across Tasmania, Victoria, New South Wales and Queensland*. Our offices are located in Hobart, Melbourne, Sydney, Brisbane, regional NSW and our reach is national – delivering projects in both regional and remote areas.

<p>Tasmanian origins ACEN Australia has its roots in UPC Renewables, a Tasmanian based renewable energy developer.</p>	<p>Sole ownership In 2023, ACEN became the sole owner of the Australian business, marking a strategic shift and reinforcing its long-term commitment to Australia's clean energy future.</p>	<p>More is possible Stubbo Solar, also in NSW, began operating and we're pleased to report that at the time of writing this RAP, two major wind projects set for Tasmania and NSW are awaiting final project approvals to proceed.</p>
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2018	2023	2025
<p>Partnership established In 2018, UPC partnered with ACEN (then known as AC Energy) to form UPC/AC Renewables, combining local expertise with international investment.</p>	<p>First operational project Our first operational project, New England Solar in NSW began generating in 2023.</p>	

Backed by Ayala
ACEN is the energy platform of Ayala Corporation, one of the Philippines' oldest and most respected business groups. Ayala Corporation has a long-standing focus on social equity, community development and environmental stewardship. These values are embedded in ACEN's approach to energy development and guide our work in Australia. Our partnerships, such as the Yindjibarndi Energy Corporation in WA's Pilbara region, reflect this commitment to shared value and respectful collaboration.

*We are committed to improving employment outcomes and we are working on our internal systems to better capture this data. This will enable us to deliver clear reporting on employment of Aboriginal and Torres Strait Island peoples to Reconciliation Australia as part of our annual RAP Impact Survey.



Yindjibarndi Country, WA



Our RAP

At ACEN, we believe reconciliation is more than a statement – it's a responsibility. We're implementing our first RAP because we recognise the importance of building respectful, enduring relationships with Aboriginal and Torres Strait Islander peoples. Our RAP is a step toward creating meaningful opportunities for First Nations communities to participate in Australia's clean energy future. As a business committed to sustainability and equity, we see reconciliation as part of our core purpose.

Our RAP helps us focus inward – strengthening our own systems, building cultural capability across our teams, and ensuring our projects reflect the values of respect, inclusion and shared benefit.

We're taking a practical, honest approach to reconciliation. One grounded in respect, early engagement, and long-term partnership. That means listening first, engaging early, and embedding Indigenous participation across the full life cycle of our projects, from development through to operations and decommissioning.

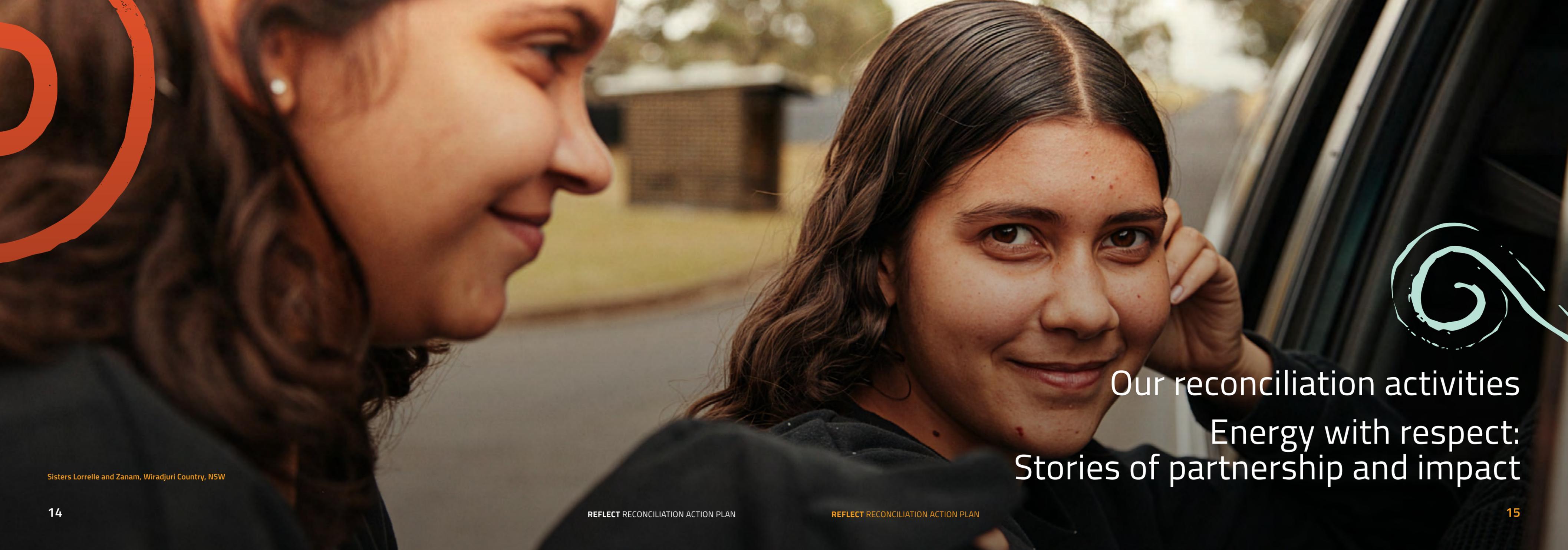
Over the past several years, we've made meaningful progress, including creating opportunities for Aboriginal procurement and establishing commercial relationships with Indigenous-owned businesses. These efforts have not only supported local economies but also strengthened our supply chain with culturally aligned partners.

We're continuing to invest in cultural awareness training, updating our procurement and human resources practices, and formalising agreements that support local employment, business partnerships, and cultural heritage protection. Looking ahead, we're committed to launching an Indigenous Advancement Fund in 2026. This fund will provide targeted support for community-led initiatives, reinforcing our commitment to reconciliation.

Our RAP is championed by David Pollington, ACEN Australia's Managing Director. David's leadership reflects our company-wide commitment to reconciliation, not just as a compliance measure, but as a long-term journey grounded in trust and accountability.

We're committed to listening, learning and improving. This is just the beginning, and we know we won't get everything right straight away. But we're serious about doing the work, walking alongside First Nations peoples, and helping shape a clean energy future that includes and benefits everyone.

Young Jakobi, Wiradjuri Country, NSW



Sisters Lorrelle and Zanam, Wiradjuri Country, NSW

Our reconciliation activities
Energy with respect:
Stories of partnership and impact

Energy grounded in culture and community

Future Endeavours and Ngurang Garra Yiray mark Stubbo Solar's opening

The opening of ACEN's second asset, Stubbo Solar in October 2025 was more than a milestone for clean energy – it was a celebration of culture, collaboration, and respect for Country.

Led by the Hon. Penny Sharpe MP, NSW Minister for Climate Change and Energy, the event brought together landholders, partners, and community representatives to mark years of work and a shared vision for a sustainable future.



Honouring culture

The Warrabinga Native Title Claimants Aboriginal Corporation played a central role as Traditional Custodians of the area. Elders delivered a powerful smoking ceremony, and Uncle Martin welcomed guests to Country, grounding the event in Wiradjuri culture.

These moments reminded everyone that renewable energy projects succeed best when they respect and integrate cultural heritage.

Stubbo Solar
Renewable Energy from ACEN

LOCATION: Wiradjuri Country

Central-West Orana region,
New South Wales

TIMELINE:

2021 – present

RAP PILLAR ALIGNMENT:

- PILLAR 1 Relationships
- PILLAR 2 Respect
- PILLAR 3 Opportunities

A name with meaning: *Ngurang Garra Yiray*

One of the most significant gestures at the opening of Stubbo Solar, was the naming of the operations and maintenance building: *Ngurang Garra Yiray*, meaning “A camp that catches the sun.” This name, proposed by Uncle Darren Forbes, reflects the connection between energy, land, and the importance of language recovery and preservation.



Art that tells a story: *Future Endeavours*

The event also marked the formal installation of *Future Endeavours*, a commissioned artwork by Rick Slaven, a proud Mowgee/Wiradjuri artist.

Through vibrant imagery of the sun, solar panels, agriculture, and sacred landscapes, *Future Endeavours* is not just art; it is a cultural statement that embeds Wiradjuri identity and values into the heart of ACEN's renewable energy operations, reinforcing our commitment to reconciliation and shared stewardship of the land.



RICK SLAVEN
Proud Mowgee/Wiradjuri artist

Culturally informed renewable energy development

BACKGROUND

ACEN's North East Wind project is a proposed large-scale renewable energy project located in North East Tasmania. From its inception, the project team recognised the importance of engaging with Traditional Owners and understanding the cultural landscape of Tebrakunna Country.

CHALLENGE

Major infrastructure projects often face the challenge of balancing environmental goals with cultural and community values. In Tasmania, there has been limited precedent for integrating intangible cultural heritage into the design of renewable energy developments.

APPROACH

In 2022, ACEN and Melaythenner Teeackana Warrana Aboriginal Corporation (MTWAC) initiated early cultural engagement by participating in a two-day cultural awareness session hosted by MTWAC.

The session provided for important foundational knowledge for the team.

Building on this, in 2025 ACEN was invited back to Country to undertake a voluntary, co-designed assessment of intangible cultural values with MTWAC.

A PIONEERING INITIATIVE IN TASMANIA

This process was not mandated by regulation but is being driven by a shared commitment to cultural integrity. MTWAC is leading the process, guiding ACEN through cultural protocols, storytelling sessions, and on-Country experiences that is deepening understanding of the cultural landscape.

KEY ACTIONS

1. **Cultural awareness training:** Delivered by MTWAC to ACEN's project team.
2. **Voluntary Cultural Values Assessment:** Co-designed with MTWAC to identify and understand intangible cultural values.
3. **Design integration:** Cultural insights are being used to inform the wind project's design, ensuring alignment with community values and conservation goals.

North East Wind

Renewable Energy from ACEN

LOCATION:

Tebrakunna Country
North East Tasmania

TIMELINE:

2022 – present

RAP PILLAR ALIGNMENT:

-  PILLAR 1 Relationships
-  PILLAR 2 Respect

OUTCOMES

Culturally informed design
Demonstrating that intangible cultural heritage can guide infrastructure planning in Tasmania.

Voluntary leadership

Setting a precedent for how developers can go beyond compliance to achieve meaningful cultural outcomes.

Strong relationships

Trust and collaboration between developer and Aboriginal community through shared decision-making.



Respected Tasmanian Aboriginal Elder Aunty Patsy Cameron from Tebrakunna Country (North East Tasmania) demonstrates the traditional art of bracelet weaving with ACEN's Ash Clifford and Tom Wilcox.



Through the generosity of Elders and emerging Rangers, Melaythenner Teeackana Warrana Aboriginal Corporation (MTWAC) is guiding ACEN through cultural protocols, storytelling sessions, and on-Country experiences so that intangible heritage is integrated into project design.



“For ACEN, it's important that we're building projects that are not just technically viable, but **culturally and environmentally grounded.**

Projects that **reflect the full story** of the places in which they stand.”

ASH CLIFTON

Development Manager
ACEN Australia



I am proud to be part of a company that believes in investing in people, in culture, and in opportunity.

We are not just giving funding, **we are helping communities** shape a future full of promise, pride, and possibility.

SARAH HAFEZ
Community Engagement and Communications
Manager, Central West NSW
ACEN Australia

Backing culture, building futures

Young Jakobi, Wiradjuri Country, NSW

Aquila Wind
Renewable Energy from ACEN

Phoenix Pumped Hydro
Renewable Energy from ACEN

LOCATION:
Wiradjuri Country

Central-West Orana region,
New South Wales

TIMELINE:
2023 – present

RAP PILLAR ALIGNMENT:

- PILLAR 2
Respect
- PILLAR 3
Opportunities

Healthy futures start here

Indigenous health services empower communities through education and care. ACEN has supported the Wellington Aboriginal Corporation Health Service's Boys and Girls Hygiene Program, and Mum and Bubs Program – building knowledge, confidence, and wellbeing.

These initiatives strengthen families and foster lifelong habits, showing how business can help grow healthier, stronger communities.



Unity through Indigenous sport

Indigenous sports like the Koori Knockout build pride, connection, and opportunity.

ACEN proudly sponsored the Wellington Wedgetails Junior Rugby League Club in 2024, supporting two teams to attend this iconic event. Investing in grassroots initiatives strengthens communities and celebrates culture – showing how business can back meaningful change beyond the field.

New England Solar

Renewable Energy from ACEN

LOCATION:

Anaiwan Country

New England region,
New South Wales

TIMELINE:

2024

RAP PILLAR ALIGNMENT:



Energising potential

Supporting Indigenous training programs creates pathways to employment and empowerment.

ACEN backs the Women in Construction on Country Program, connecting First Nations women with trade careers. A site visit to New England Solar offered hands-on insight, sparking ideas and confidence through real-world experience and community-led learning.

North East Wind

Renewable Energy from ACEN

Robbins Island & Jim's Plain Wind

Renewable Energy from ACEN

LOCATION:

Peerapper Country Tebrakunna Country

Tasmania

TIMELINE:

2025

RAP PILLAR ALIGNMENT:



ACEN proudly sponsored the First Nations Trade Learner of the Year award, presented to Ezekiel Bond at the TasTAFE Trade Excellence Awards.

This recognition celebrates emerging Indigenous talent and highlights ACEN's commitment to creating real opportunities for Aboriginal communities through Tasmania's renewable energy transition. Congratulations to Ezekiel Bond who received the 2024 award.



Led by land and legacy

New England Solar

Renewable Energy from ACEN

LOCATION:

Anaiwan Country

New England region,
New South Wales

TIMELINE:

2017 – present

RAP PILLAR ALIGNMENT:

- PILLAR 1 Relationships
- PILLAR 2 Respect

Guided by Anaiwan knowledge, early archaeological studies uncovered more than 120 heritage sites and artefacts, including the Anaiwan Grinding Grooves, a rocky outcrop used for gathering, learning, and ceremony.

Anaiwan leaders Rhonda Kitchener and Steve Ahoy, guide cultural knowledge, teaching ACEN's Robyn Doyle how land and legacy inform every decision.

"ACEN and the Anaiwan community have been **very patient with each other**. Not everything runs smoothly and it's ok to have robust conversations with each other. We need to continually check on ourselves to ensure the integrity of the partnership by looking in as well as out.

We've had times where it would have been easy for ACEN to walk away rather than **working with us to find solutions**. Sometimes there are matters we need to take offline and deal with independently. We deal with this by giving each other space, to re-evaluate so we can both come back to the table with solutions."

CHERYL KITCHENER

Anaiwan Elder



At the 2025 Clean Energy Council's Australian Energy Summit in Sydney, Cheryl Kitchener and ACEN's Robyn Doyle presented together, bringing the Anaiwan perspective and ACEN's commitment to reconciliation into the national conversation on clean energy.

Before starting construction, a collaborative decision between the Anaiwan community and ACEN was made to invest time and effort into developing an induction program that fosters a culturally safe environment. This image features Anaiwan Elder Les Ahoy delivering one of many monthly toolbox talks, which were presented on a rotating roster by Anaiwan representatives.

Over two years more than 400 workers participated in these sessions, deepening their understanding of Aboriginal culture and heritage.



The Anaiwan Grinding Grooves project was named runner-up at the 2025 NSW National Trust Heritage Awards.

Accepting the award with ACEN's Robyn Doyle was Colin Ahoy, Rhonda Kitchener and Bruce Cohen from the New England Solar Anaiwan Coalition.

First Nations leadership at the centre

Yindjibarndi Energy Corporation (YEC) is a powerful example of what's possible when First Nations leadership drives energy development. Formed in 2023, YEC is a partnership between Yindjibarndi Aboriginal Corporation and ACEN, giving the Yindjibarndi people a guaranteed minimum 25% equity in all projects – on commercial terms.

As equity owners and primary tenure holders of project lands, the Yindjibarndi people will receive long-term revenue from renewable energy and storage projects developed on Yindjibarndi Ngurra in WA's Pilbara region. With equity participation ranging from 25% to 50%, YEC stands as one of Australia's largest Indigenous-led renewable energy initiatives.

The ACEN and Yindjibarndi partnership reflects a shift in how projects can be done – with First Nations leadership, ownership, and benefit at the centre.

Each year, ACEN participates in the Yindjibarndi Nation Expo, an annual event held in Ieramugadu (Roebourne), Western Australia, organised by Yindjibarndi Nation Ltd and supported by the Yindjibarndi Aboriginal Corporation. Its purpose is to celebrate Yindjibarndi culture, showcase community achievements, and outline future development plans.

LOCATION:
Yindjibarndi Country
Pilbara region,
Western Australia

TIMELINE:
2022 – present

RAP PILLAR ALIGNMENT:

- PILLAR 1 Relationships
- PILLAR 3 Opportunities

Yindjibarndi children Nickaylia and Lena attending the expo in 2024 in Ieramugadu (Roebourne), WA.



Leadership in partnership

For more than a year, ACEN and the Yindjibarndi invested in getting to know each other. Both parties needed to be genuine and honest to negotiate the partnership terms. ACEN Corporation President and CEO Eric Francia and Yindjibarndi CEO Michael Woodley met in Manila in 2023.

The exchange showed the importance of respectful leadership on both sides in shaping a partnership built on trust, shared values, and a commitment to First Nations voices in the energy transition.



In October 2023, Yindjibarndi were hosted by ACEN in the Philippines to learn how ACEN engages with Indigenous groups in South East Asia.



In March 2023, Yindjibarndi Traditional Owners visited Anaiwan Country at ACEN's New England Solar project. Hosted by Anaiwan cultural leaders, the visit offered a powerful exchange – connecting communities across Country and showing how large-scale renewables can be shaped by First Nations voices, values, and leadership.

Backing Aboriginal business

We have commitments for First Nations supply chain participation at ACEN. We do this through procurement and investment in business capability.

Between 2023 and 2025, ACEN spent more than \$4M with Indigenous suppliers in the NSW Central-West Orana and New England regions.

EXAMPLES INCLUDE:

1. Vegetation management
2. Fencing
3. Building construction
4. Site security
5. Cleaning



More than \$3.2M was spent with Indigenous business for the supply of goods and services to construct ACEN's Stubbo Solar project. The site's operations and maintenance building and warehouse were constructed by an Indigenous-owned business.



Stubbo Solar
Renewable Energy from ACEN

LOCATION:
Wiradjuri Country

Central-West Orana region,
New South Wales

TIMELINE:
2024 – present

RAP PILLAR ALIGNMENT:



PILLAR 3
Opportunities

Partnering for innovation

ACEN's partnership with Yurruga, an Indigenous-owned start-up based in Dubbo, is driving innovation in solar PV recycling and supporting Indigenous business growth. Beginning with a Memorandum of Understanding in 2024, the collaboration has progressed to action with receipt of 5,000 used panels for recycling and resource recovery from ACEN's Stubbo Solar project. This initiative reflects a shared commitment to circular economy solutions and regional capability building as part of Australia's clean energy transition.



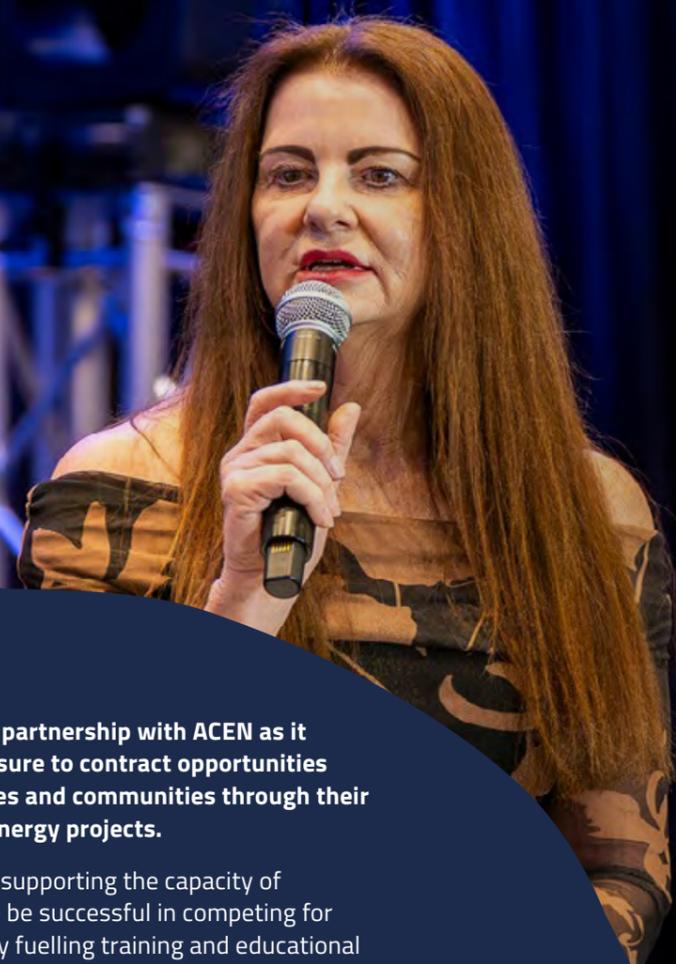
A symbol of resilience

Nanima is an Aboriginal site in Wellington, NSW, and the oldest continuously operating Aboriginal mission in Australia. Established in 1838 as part of the Wellington Valley Mission, it became a government reserve in 1874, where Wiradjuri families lived under strict control.

Today, Nanima stands as a symbol of resilience and self-determination, deeply connected to the Wiradjuri people and the Central-West Orana region.

In 2025, ACEN partnered with the NSW Indigenous Chamber of Commerce (ICC) to support Aboriginal businesses in regional NSW.

The ICC works with ACEN's project delivery teams to embed Indigenous business procurement processes to create stronger opportunities for Indigenous businesses to participate.



Birriwa Solar
Renewable Energy from ACEN

Phoenix Pumped Hydro
Renewable Energy from ACEN

Valley of the Winds
Renewable Energy from ACEN

LOCATION:
Wiradjuri Country, Gomeroi Country

Central-West Orana region,
New South Wales

TIMELINE:
2025 – present

RAP PILLAR ALIGNMENT:



NSW's Premier Event for Indigenous Procurement and Engagement!

The Summit is the premier annual event of the NSW Indigenous Chamber of Commerce (NSWICC). Delegates from government and industry supply chain partners to connect with Indigenous businesses in beautiful Murrumbidgee Country in the Hunter Valley. The summit event offers attendees the opportunity to not only network, but also explore and celebrate best practice in Indigenous procurement, job creation and sustainability. The summit brings together buyers and suppliers from all industry sectors including infrastructure.

REFLECT RECONCILIATION ACTION PLAN



NSWICC PARTNER

The NSWICC values our partnership with ACEN as it enables increased exposure to contract opportunities for Aboriginal businesses and communities through their delivery of renewable energy projects.

ACEN is also invested in supporting the capacity of Aboriginal businesses to be successful in competing for contract opportunities by fuelling training and educational initiatives that increase an understanding of procurement needs and how best to present a business offering.

DEB BARWICK

CEO

NSW Indigenous Chamber of Commerce

"I'm working with the NSW Indigenous Chamber of Commerce as we bring our **Central-West projects** to life. The ICC's services help set our contract delivery partners up for success to meet Indigenous participation requirements in **ways that are meaningful**, and importantly embedded from the earliest stages of tendering through to delivery."



MICHAEL YEO

Project Construction Manager
ACEN Australia

REFLECT RECONCILIATION ACTION PLAN

Aquila Wind
Renewable Energy from ACEN

Birriwa Solar
Renewable Energy from ACEN

Phoenix Pumped Hydro
Renewable Energy from ACEN

Stubbo Solar
Renewable Energy from ACEN

Valley of the Winds
Renewable Energy from ACEN

LOCATION:
Wiradjuri Country, Gomeroi Country

Central-West Orana region,
New South Wales

TIMELINE:
2025 – present

RAP PILLAR ALIGNMENT:



Grants to help Indigenous businesses upskill their employees

In 2025, the ACEN Indigenous Business Grants program was launched, providing funding for small Aboriginal businesses in the NSW Central-West Orana Renewable Energy Zone towards the cost of training in skills that can be used in, or to support, the renewable energy sector.



Empowering Indigenous enterprise through land stewardship

BACKGROUND

New England Solar hosts over 20 Aboriginal heritage sites requiring long-term management. To ensure their protection, ACEN partnered with the Anaiwan community to co-design a scope of works for vegetation management.

CHALLENGE

The challenge was to create a model that not only safeguarded heritage sites but also empowered the Anaiwan community to lead the work.

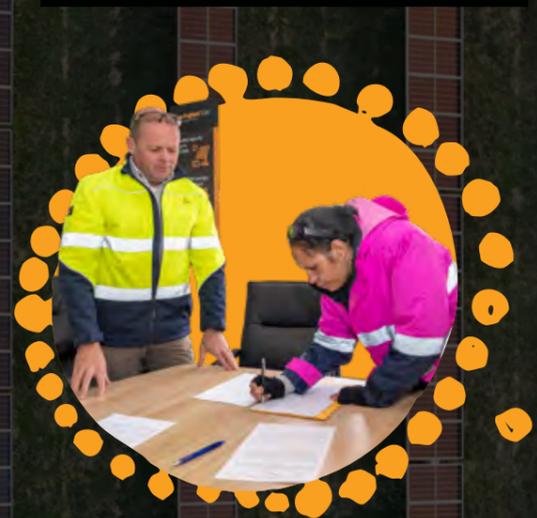
This required building an Indigenous-owned business capable of operating within a live power generation environment – an undertaking that involved navigating complex compliance, safety, and operational requirements.

Simultaneously, ACEN needed to adapt its internal procurement processes to support an emerging enterprise, ensuring it could thrive in a competitive and regulated industry.

APPROACH

ACEN and Anaiwan representatives co-designed a scope of works focused on vegetation management to protect heritage sites. This collaborative effort led to the establishment of an all-Indigenous business and work crew to deliver services at New England Solar.

After 12 months of collaboration, the services contract was signed on site at a celebratory morning tea by ACEN Managing Director David Pollington and Iwatta Kyuna Maintenance Founder Joclyn Blair.



New England Solar

Renewable Energy from ACEN

LOCATION:

Anaiwan Country

New England region,
New South Wales

TIMELINE:

2023 – present

RAP PILLAR ALIGNMENT:

- PILLAR 1 Relationships
- PILLAR 2 Respect
- PILLAR 3 Opportunities

OUTCOMES

1. New Indigenous business has been created to support the New England region.
2. Over 12 months of collaboration led to a model for cultural site protection and Indigenous economic participation.
3. ACEN's procurement practices evolved to better support Aboriginal enterprises.
4. A dedicated liaison role continues to mentor and support the crews, fostering long-term capability and confidence.

ACEN appointed a locally based liaison officer who works closely with the crew every day. Robyn Doyle mentors the team, helping them grow their skills and confidence to operate on major infrastructure sites. Having the right people in place to nurture relationships is one of the most critical ingredients for success.



"Containing fuel load and bushfire risk is a significant challenge at our solar asset sites; **keeping vegetation well maintained** in and around the solar arrays is critical. **Integrating Anaiwan Aboriginal cultural knowledge into land management** at New England Solar makes sense. As a company seeking to harness wind, solar and water resources for today's energy needs, **what better solution is there than leaning on guidance and support from those that have been continuously stewarding land and sea** for the longest time in history."

SARAH DONNAN

Project Director
ACEN Australia





Tebrakunna Country, Tasmania

Supporting Indigenous rangers on Country

ACEN continues its support of the Tebrakunna Indigenous Rangers Program (IRP) – an initiative of the Melaythenner Teeackana Warrana Aboriginal Corporation (MTWAC) in North East Tasmania.

The program is part of a Commonwealth-funded national strategy to support Aboriginal-led land and sea Country stewardship while creating long-term workforce development.

ACEN's support reflects its commitment to contributing to Indigenous led initiatives that advance social and economic outcomes.

CONTEXT

Integrating First Nations knowledge into land management is not just good practice, it's a strategic and ethical imperative. Aboriginal and Torres Strait Island peoples have sustainably cared for Country for more than 65,000 years.

In Tasmania's north-east, that knowledge continues to guide culturally informed practices that benefit both landscape and community:

- Controlled cool burning and replanting to support native regeneration and bushfire resilience.
- Invasive species management to protect endemic flora and fauna.
- Coastal and inland rubbish collection and land restoration.
- Cultural site surveying and monitoring to safeguard sacred places and deepen local knowledge.

These practices are being delivered by Aboriginal men and women undertaking accredited ranger training through a Certificate III in Conservation and Ecosystem Management, delivered in partnership with TasTAFE.

ACEN'S ROLE

ACEN's support for the program is enabling early-stage implementation through:

- **Workforce development**
Supporting skills-based training and capacity building.
- **Program enablement**
Helping MTWAC build foundations for long-term service delivery.
- **Knowledge integration**
Ensuring that renewable energy development is informed by cultural insight.

This is not a transactional sponsorship. It's a relationship built on shared values, mutual respect, and a belief in the transformational power of local leadership.



As the Tebrakunna Rangers Program matures, MTWAC is laying the groundwork to deliver commercial land management services across the region – including cultural burning, land restoration, and environmental monitoring.

This is critical for long-term sustainability – ensuring cultural knowledge is not only respected, but resourced.

“Through our Tebrakunna Ranger Program, Tasmanians will be able to **see first-hand the benefits** of Aboriginal people undertaking cultural land and sea **Country management practices.**”



NICK CAMERON

Chair
Melaythenner Teeackana
Warrana Aboriginal
Corporation

WHY THIS PARTNERSHIP MATTERS

It centres Traditional Custodians in the energy transition –

placing Aboriginal knowledge, leadership, and custodianship at the heart of land management decisions that affect Country.

It supports regional workforce resilience –

building accredited, long-term employment pathways that allow Aboriginal peoples to work on Country, close to home, in meaningful and skilled roles.

It enhances environmental outcomes through knowledge sharing –

combining traditional practices with western science to deliver regenerative land care and biodiversity restoration.

It builds long-term capability –

enabling MTWAC to grow a self-sustaining model through commercial land management contracts, reducing reliance on short-term grants and building institutional strength.

Sharing culture, building respect

Getting involved in cultural experiences helps ACEN employees build genuine understanding, strengthen relationships with First Nations communities, and ensure that renewable energy development is grounded in respect for Country and culture.



More than 15 ACEN employees have participated in cultural camps hosted by the Yindjibarndi people on Ngurra (Country), delivered in partnership with Juluwarlu Group Aboriginal Corporation. These immersive experiences take participants deep into Yindjibarndi Country, where Elders share cultural knowledge through storytelling, language, and ceremony. Activities include water and smoking rituals, learning about bush plants, weaving, and understanding sacred sites such as Wuyumarri (Gregory Gorge) and Ngurrawaana Community. The camps teach the five Yindjibarndi principles of Galharra (relationships), Nyinyart (reciprocity), Wangka (language), Birdirra (law and culture), and Ngurra (Country), helping participants appreciate the enduring connection between land, lore, and community. Profits from these programs are reinvested into Ngurrawaana and Juluwarlu projects, creating employment and sustaining cultural heritage.



LOCATION:
Yindjibarndi Country

Pilbara region,
Western Australia

TIMELINE:
2023 – present

RAP PILLAR ALIGNMENT:



PILLAR 2
Respect

“Attending the Yindjibarndi cultural camp gave me a **deeper understanding** of the connection between Country, culture, and community.

Walking through **sacred sites** and **learning more** about their stories and history changed the way I see our projects. The **people, communities** and **places** where we develop our projects must be **front of mind** when we engineer our projects.”



DANNY WALSH

Resource Engineering Lead
ACEN Australia

North East Wind

Renewable Energy from ACEN

LOCATION:

Tebrakunna Country

North East Tasmania

TIMELINE:

2022 – present

RAP PILLAR ALIGNMENT:



Mannalargenna Day, hosted by Melaythenner Teeackana Warrana Aboriginal Corporation (MTWAC), is a cultural event that honours the legacy of Mannalargenna, an Aboriginal leader and warrior. The day brings community together through storytelling, cultural practices, and celebration of Aboriginal heritage and identity. Since 2022, employees from ACEN employees

have volunteered their time to support the event, helping with logistics and activities as part of their commitment to reconciliation and community engagement. ACEN's Ash Clifton, Mick Underwood and Dan Sinkovits generously volunteered as car park guides helping nearly 1000 attendees safely access the event.

Mannalargenna was a revered Aboriginal leader and warrior of the Pairrebeenne/ Trawlwoolway clan in North East Tasmania. Known for his resistance to British colonisation, he led campaigns during the Black War and later became a negotiator, attempting to protect his people by engaging with colonial authorities. Despite being promised safety, he was exiled to Flinders Island, where he died in captivity on 4 December 1835. His legacy is honoured through Mannalargenna Day, which celebrates his leadership, cultural strength, and the resilience of the Tasmanian Aboriginal community.



Since 2023, ACEN employees have been invited by Anaiwan Elders to participate in men's Aboriginal cultural camps.

These camps offer a unique opportunity for staff to engage directly with Aboriginal culture and gain a deeper understanding of its significance in the regions where ACEN's renewable energy projects are based. ACEN's Scott Green and Tim Greenaway were guided by Anaiwan men Corey and Brandon to create a Coolamon carved from eucalyptus.



New England Solar

Renewable Energy from ACEN

LOCATION:

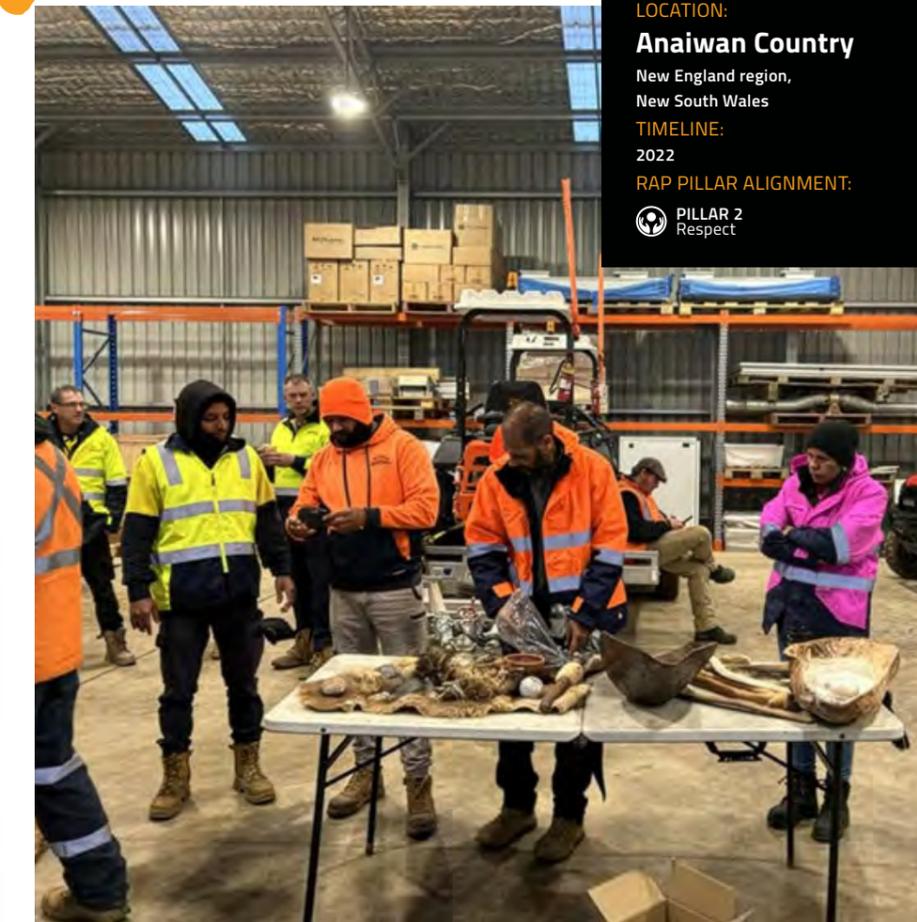
Anaiwan Country

New England region,
New South Wales

TIMELINE:

2022

RAP PILLAR ALIGNMENT:



During NAIDOC Week in 2024, a BBQ at New England Solar brought workers and Anaiwan cultural leaders together. It was a chance to slow down, share stories, and connect. These moments matter – they help build understanding, show respect, and remind us that culture lives in everyday conversations.

“Les’s artwork is a **great addition** to the site office and brings the idea of being on Country to a new audience. It illustrates the story of Ooralla which encourages us to ask, **what other stories of a rich history** might we rediscover as we go about our day-to-day activities?”



NATHAN MCSAUNDERS
Site Operations Manager
ACEN Australia

In 2024, ACEN commissioned a striking artwork by Les Ahoy, a proud Nganyawana man of the Anaiwan Nation, for New England Solar.

Mounted in the site’s operations and maintenance building, the piece titled Past Meets Present captures thousands of years of cultural continuity, where ancient songlines and ceremonial sites of Ooralla intersect with today’s renewable energy landscape. It symbolises that Aboriginal heritage has a place in the present through understanding, respect, and partnership, reinforcing ACEN’s commitment to embedding culture in the clean-energy transition.

ACEN Corporation’s Group Chief Human Resources and Administrative Officer & Group Chief Risk Officer John Philip Orbeta, with ACEN’s Edwin Foong and Jenny Faulkner participating in a smoking ceremony by the Warrabinga Native Title Claimants Aboriginal Corporation. Stubbo Solar, Wiradjuri Country, NSW





PILLAR 1 Relationships

Action	#	Deliverable	Timeline	Responsibility
1.1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1.1	Review internal stakeholder and risk processes and embed the identification of Aboriginal and Torres Strait Islander stakeholders across full project life cycle, commencing at early project development stage.	Review June 2026 to track progress	Social Participation and Communications Manager
	1.1.2	Adjust engagement schedules and tactics where appropriate so that Aboriginal and Torres Strait Islander perspectives are genuinely listened to and empathetically considered. This may vary throughout project phases and according to the needs and preferences of local communities.	Review May 2026 to track progress	Project Development Managers, Project Construction Managers, Project Operations Managers
	1.1.3	Where appropriate, formalise engagement commitments with Aboriginal and Torres Strait Islander representatives through Agreement making processes.	Review June 2026 to track progress	Indigenous Participation Manager
	1.1.4	Continue nurturing ACEN's existing leading practice partnerships with Aboriginal and Torres Strait Islander representatives, and establish two new partnerships within project localities.	August 2026	Indigenous Participation Manager
1.2 Actively promote reconciliation and engage in National Reconciliation Week (NRW) initiatives.	1.2.1	Promote Reconciliation Australia's NRW resources to our workforce.	May 2026	Communications Specialist
	1.2.2	RAP Working Group (RWG) members to participate in an external NRW event. Encourage and support workforce, and senior leaders to recognise and celebrate a NRW event in their region.	27 May – 3 June 2026	Managing Director
1.3 Promote reconciliation through our sphere of influence.	1.3.1	Regularly communicate our commitment to reconciliation to our workforce.	At each MD Town Hall (at least once annually)	Communications Specialist
	1.3.2	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	By November 2025	Indigenous Participation Manager
	1.3.3	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2026	Indigenous Participation Manager
1.4 Promote positive race relations through anti-discrimination strategies.	1.4.1	Review and update HR policies and systems so that they are inclusive of anti-discrimination provisions for Aboriginal and Torres Strait Islander peoples underrepresented groups and their cultural requirements.	By August 2026	People Experience Manager
	1.4.2	Implement unconscious bias training to workforce and review impact.	June 2026	People Experience Manager



PILLAR 2 Respect

Action	#	Deliverable	Timeline	Responsibility
2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	2.1.1	Partner with a suitable provider to conduct a cultural learning needs analysis and competency framework for the business and integrate into employee induction and learning modules.	November 2025 – March 2026	People Experience Manager, Indigenous Participation Manager
	2.1.2	Implement cultural competency requirements for key roles across the business.	March – August 2026	People Experience Manager
	2.1.3	Encourage construction delivery partners to participate in activities to build cultural competencies.	Review June 2026 to track progress	Project Construction Managers
2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	2.2.1	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Review September 2026 to track progress	Indigenous Participation Manager
	2.2.2	Work with Aboriginal and Torres Strait Islander representatives to develop and implement cultural protocol guidance materials to support activities such as events, meetings and presentations.	March 2026	Indigenous Participation Manager
	2.2.3	Aboriginal and Torres Strait Islander representatives are invited to co-author project specific cultural heritage induction content.	Review September to track progress	Project Construction Managers, Project Operations Managers
	2.2.4	Review and update Services Contract templates to suitably acknowledge Indigenous Cultural and Intellectual Property.	April 2026	Indigenous Participation Manager, Principal Lawyers
2.3 Promote positive race relations through anti-discrimination strategies.	2.3.1	Raise awareness about the meaning of NAIDOC Week and share across the workforce.	First week in July 2026	Communications Specialist
	2.3.2	RWG members to participate in an external NAIDOC Week event. Encourage and support workforce, and senior leaders to recognise and celebrate a NAIDOC week event in their region.	First week in July 2026	Managing Director



PILLAR 3 Opportunities

Action	#	Deliverable	Timeline	Responsibility
3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	3.1.1	Develop a strategy for Aboriginal and Torres Strait Islander employment within our organisation.	August 2026	People Experience Manager, Indigenous Participation Manager
	3.1.2	Review recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2026	People Experience Manager
	3.1.3	HR team and ACEN leaders identified to support and mentor Aboriginal and Torres Strait Islander peoples are provided with suitable training.	March – August 2026	People Experience Manager
	3.1.4	Partner with a suitable provider to support an Aboriginal and Torres Strait Islander pre-professional student through internship (casual employment arrangement) and potential permanent employment at ACEN.	December 2026	People Experience Manager
	3.1.5	Provide the opportunity for one ongoing Aboriginal and Torres Strait Islander learning worker position at New England Solar Stage 1 operating site.	December 2026	People Experience Manager, New England Solar Project Operations Manager
	3.1.6	Provide Aboriginal and Torres Strait Islander employees and students with access to mentoring during their tenure with ACEN.	December 2026	People Experience Manager
	3.1.7	Encourage construction delivery partner representatives to undertake suitable training in mentoring underrepresented people.	At commencement of construction of projects	Project Construction Managers
3.2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	3.2.1	Develop a strategy to continue the procurement of goods and services within our business from Aboriginal and Torres Strait Islander owned businesses.	First week in July 2026	Indigenous Participation Manager
	3.2.2	Continue to implement government revenue guarantee mechanism social licence commitments for Aboriginal and Torres Strait Islander supply and capacity building, track performance, and mandate initiatives for implementation by construction delivery partners.	First week in July 2026	Project Development Managers, Project Construction Managers, Project Operations Managers



PILLAR 3 Opportunities

(Continued)

Action	#	Deliverable	Timeline	Responsibility	
	3.2.3	Review and update contracting practices to remove barriers to procuring goods and services from small to medium Aboriginal and Torres Strait Islander businesses. Ensure personnel who participate in the negotiation and implementation of such contracts are provided with suitable training.	First week in July 2026	Senior Finance Manager, Principal Lawyers	
	3.2.4	Maintain annual NSW Indigenous Chamber of Commerce Ochre level partnership.	April 2026	Indigenous Participation Manager	
	3.2.5	Activate NSW Indigenous Chamber of Commerce Partnering Agreement into construction projects.	Review November 2026 to track progress	Project Construction Managers	
	3.2.6	Where appropriate and where projects have a revenue guarantee contract in place at project development stage, commit to investment into capacity building for small and medium Aboriginal and Torres Strait Island businesses.	Review July 2026 to track progress	Project Development Managers	
	3.2.7	Ensure scopes of work to assess biodiversity offset and land stewardship options for development projects suitably consider opportunities for Aboriginal and Torres Strait Islander participation.	Review November 2026 to track progress	Project Development Managers	
	3.3 Invest in activities that address reconciliation and Aboriginal and Torres Strait Islander social advancement.	3.3.1	Consult with First Nations advisors regarding the purpose and focus of a social investment fund.	February 2026	Indigenous Participation Manager
		3.3.2	Establish a social investment fund for the specific purpose of addressing reconciliation and Indigenous social advancement.	April 2026	Indigenous Participation Manager
3.4 In consultation with Aboriginal and Torres Strait Islander representatives, protect cultural heritage items, sites and values associated with ACEN's projects.	3.4.1	Develop a company level Cultural Heritage Management Standard and Procedure to embed leading practice principles for the assessment and management of tangible and intangible cultural heritage across the full life of ACEN's projects.	March 2026	Indigenous Participation Manager	
	3.4.2	Provide adequate resourcing for the ongoing implementation of cultural heritage management plans and Agreements for projects.	Review August 2026 to track progress	Project Construction Managers, Project Operations Managers	
	3.4.3	Facilitate a cultural exchange between Aboriginal and Torres Strait Islander representatives to an ACEN project site to see first-hand experiences of large scale renewable energy development on Country.	August 2026	Indigenous Participation Manager	



PILLAR 4 Governance

Action	#	Deliverable	Timeline	Responsibility
4.1 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	4.1.1	Form a RWG, establish a Terms of Reference and meet six monthly to govern RAP implementation.	December 2025	Indigenous Participation Manager
	4.1.2	Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2026	Indigenous Participation Manager
4.2 Provide appropriate support for effective implementation of RAP commitments.	4.2.1	Provide adequate resources for the implementation of RAP commitments.	Review July 2026	Managing Director
	4.2.2	Maintain a senior leader to champion our RAP internally.	Review September 2026 to track progress	Managing Director
	4.2.3	Continue to engage senior leaders in the delivery of RAP commitments.	Review senior leader engagement July 2026	Managing Director
	4.2.4	Integrate monitoring and reporting of RAP commitments into business wide ESG and HR systems to track, measure and report.	August 2026	ESG and Sustainability Manager
4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	4.3.1	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we receive important RAP correspondence.	June 2026	Indigenous Participation Manager
	4.3.2	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026	Indigenous Participation Manager
	4.3.3	Communicate our RAP progress to internal and external stakeholders.	July 2026	Indigenous Participation Manager
4.4 Continue our reconciliation journey by developing our next RAP.	4.4.1	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2026	Indigenous Participation Manager



More
is possible.

For public enquiries about our
Reconciliation Action Plan please contact:

 ACEN Australia

 info@acenrenewables.com.au

