



Reflect Reconciliation Action Plan

November 2025 – November 2026

snowyhydro

red
energy

LUMO
ENERGY

snowy
ENERGY

RECONCILIATION
ACTION PLAN
REFLECT

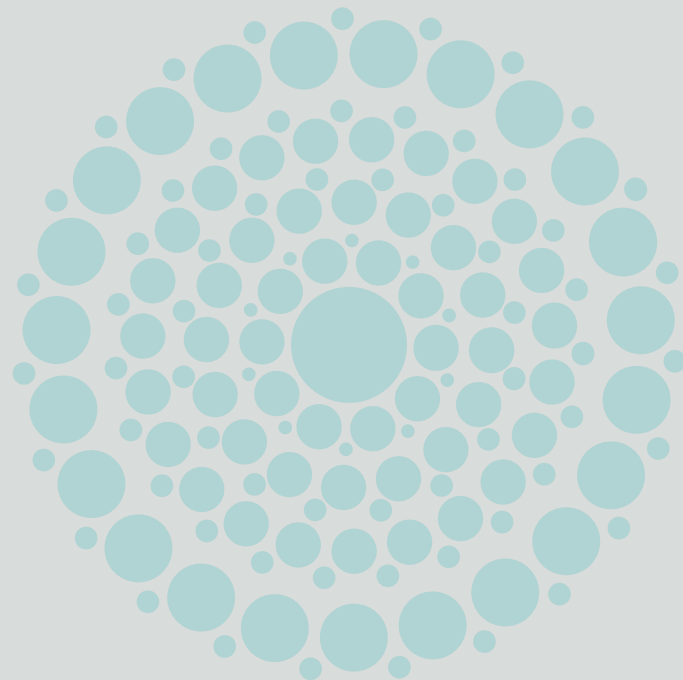
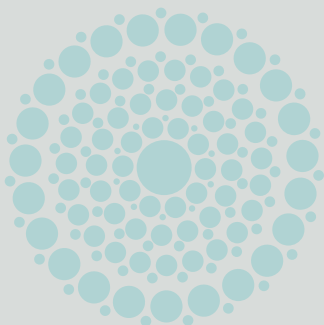
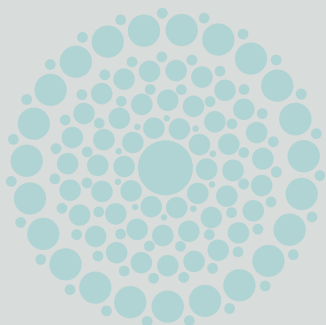


Throughout our Reconciliation Action Plan, we use a range of terms including First Nations peoples, Traditional Custodians and Aboriginal and Torres Strait Islander peoples.

We do this intentionally, as a sign of respect for the diversity of cultures, identities and language groups that exist across Australia. Different communities prefer different terms and we acknowledge that no single phrase reflects every experience.

Where possible, we also refer to specific nations or groups to honour the unique connection each has to Country, culture and community.

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Acknowledgement of Country

Snowy Hydro celebrates and acknowledges the Traditional Custodians of the many lands and waters on which we live, work and serve. We pay our respects to Elders past and present for their custodianship of Country over centuries throughout Australia.

We recognise and honour the ongoing connection and deep spiritual relationship that Aboriginal and Torres Strait Islander peoples have to Mother Earth and acknowledge the unique role they play in caring for and protecting her for future generations.



About the artist

Lani Balzan is a proud Wiradjuri woman and nationally recognised Aboriginal artist known for her vibrant, culturally rich works that honour and share Indigenous stories.

Her artistic journey spans more than a decade, driven by a deep commitment to preserving culture through bold visual storytelling. Lani rose to national prominence in 2016 when she won the National NAIDOC Poster Competition with Songlines Tie All Aboriginal People Together, a striking piece that captured the spirit of connection and Country.

Blending traditional techniques like dot painting with modern digital design, Lani has created a diverse body of work across different mediums. Her art features in Reconciliation Action Plans and corporate commissions for organisations, often exploring themes of community, self-determination and reconciliation.

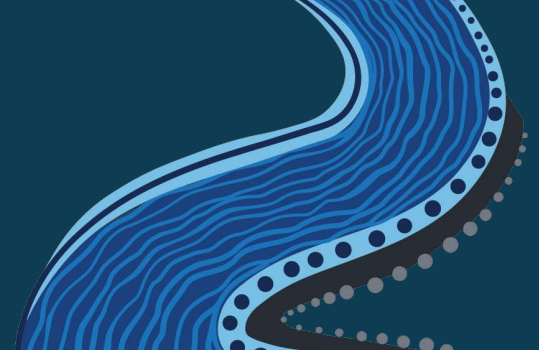
At the heart of Lani's work is a strong connection to family, Country and culture. Whether through corporate partnerships or personal projects, her art is a powerful vehicle for cultural pride and dialogue, amplifying First Nations voices and fostering greater understanding. Her influence over the past decade has helped shape contemporary Aboriginal art while inspiring new conversations around identity, rights and recognition.





Flowing Together: A Journey of Power, Water and Connection

Our reconciliation artwork



My artwork tells the story of Snowy Hydro's reconciliation journey, bringing together the elements of energy, water, connection and community through a cultural lens.

At the heart of the piece, the flowing water patterns represent the rivers of the Snowy Mountains. These waterways are not only central to Snowy Hydro's operations but are also deeply significant to Aboriginal people, carrying stories, sustaining life and connecting to Country. Their continuous movement symbolises both natural flow and renewable energy, as well as the ongoing journey of reconciliation.

Throughout the design, I've included circular meeting places to represent collaboration between Snowy Hydro, First Nations communities and their customers. These symbols reflect the importance of coming together, listening and learning from one another. They're about building respectful relationships where First Nations knowledge and perspectives are valued and embedded in everything from energy production to community partnerships.

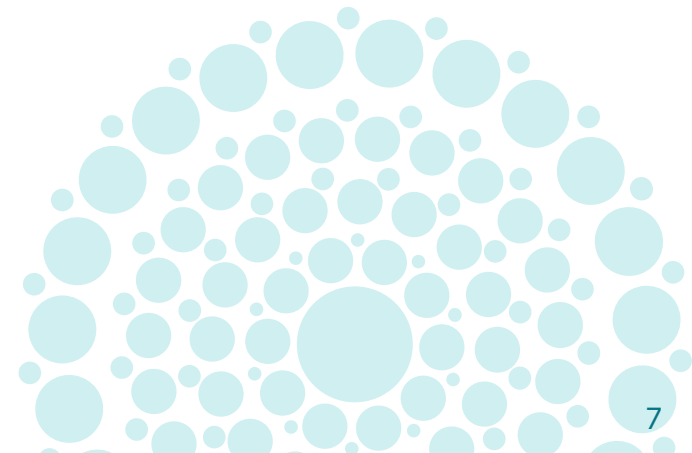
The energy lines flowing through the work symbolise more than just power; they represent connection. From the teams in the Melbourne-based call centre to the people delivering electricity to homes across the country, these lines show movement, innovation and the human side of energy. They reflect Snowy Hydro's broader role through Red Energy and Lumo Energy, serving 1.5 million Australians with care and commitment.

I've also woven in pathways and people to acknowledge the diverse communities who rely on Snowy Hydro's services, from new customers to long-standing ones who trust the business every day. These symbols highlight connection, trust and shared journeys.

In the background, you'll see the contours of the Kosciuszko landscape. For me, this land holds deep meaning. It's a place of strength, culture and history. By anchoring the artwork in this Country, I honour the generations of First Nations people who have lived here, cared for this land and carried its stories long before the Snowy Scheme began.

This piece is a visual expression of reconciliation. A reminder that energy and progress can walk hand-in-hand with culture and respect. It's about acknowledging the past, celebrating community and moving forward together.

Lani Balzan
Wiradjuri Artist
Aboriginal Art by Lani



CEO message



At Snowy Hydro, we believe reconciliation is everyone's responsibility. I'm proud to share our first Reconciliation Action Plan (RAP), which will guide us through the first 12 months of what is a long-term commitment for Snowy to make a meaningful contribution to reconciliation in Australia.

Snowy Hydro, including our retail brands Red Energy, Lumo Energy and Snowy Energy, operates across the National Electricity Market with a large generation and retail footprint that spans South Australia, the Australian Capital Territory, Victoria, New South Wales and Queensland.

As Australia's fourth largest energy retailer and the third largest generator, Snowy is a leader in our nation's energy transition. This means we have the potential to make a significant contribution to improving outcomes for First Nations people by embedding reconciliation in the way we serve our customers and communities.

The first step toward realising that potential is listening and understanding. We recognise the ancient and enduring connection that Aboriginal and Torres Strait Islander people have to Country. This connection means First Nations communities are important stakeholders in Australia's transition to cleaner energy.

Through our Reflect RAP, we're focused on growing cultural awareness within our organisation, understanding our contribution to business and employment opportunities for First Nations people, and laying the groundwork for stronger relationships with Aboriginal and Torres Strait Islander people. By doing so, our Reflect RAP will guide our first steps toward future initiatives that create shared value, strengthening connections between First Nations peoples and Snowy's people and customers, as we work together to navigate Australia's energy transition.

We look forward to walking the road ahead together and to the role we can play in building a more inclusive and reconciled future for Australia.

Dennis Barnes
Chief Executive Officer
Snowy Hydro

Statement from CEO of Reconciliation Australia



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

Snowy Hydro 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 Snowy 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 Snowy 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

RAP Working Group co-chair



It's a privilege to serve as Co-chair of the Reconciliation Action Plan Working Group and to play a role in guiding Snowy Hydro's reconciliation journey.



This Reflect RAP marks an important step forward for our organisation. It represents more than a document, it's a commitment to listen deeply, learn continuously and take meaningful action that respects and uplifts Aboriginal and Torres Strait Islander peoples and cultures.

Reconciliation begins with relationships. Through this RAP, we're laying the foundation for stronger connections with First Nations communities, grounded in trust, respect and genuine partnership. Our goal is to build cultural awareness across our business and to create opportunities, whether through employment, engagement, or procurement, that deliver real, lasting impact.

Since joining Snowy Hydro, I've been encouraged by the genuine commitment I've seen across the business to advance reconciliation, not just in words, but in action. We know we have much to learn, but we approach this work with open hearts and minds.

I'm proud of the commitment shown by our team so far. I look forward to seeing how this Reflect RAP helps shape a more inclusive, respectful future for Snowy Hydro and the communities and customers we serve.

As we say in my Dhurga language, *Walawaani njindiwan*: safe journey, everyone.

Uncle Bunja Smith
Yuin Elder
First Nations Advisor
Snowy Hydro

**Smoking Ceremony delivered
by Uncle Shane Herrington
at Tumut 3 Power Station
Community Open Day, Talbingo**



Our business



Snowy Hydro is at the heart of the nation's transition to a clean energy future.

As an Australian-owned end-to-end energy company, with 75 years of experience, Snowy generates electricity and offers a range of energy retail products backed by industry-leading customer service through our retail brands Red Energy and Lumo Energy.

Our operational footprint stretches across New South Wales, Victoria and South Australia, while our customer footprint extends across the National Electricity Market. We recognise that we operate on the lands of many First Nations peoples, each with their own distinct cultures, histories and connections to Country.

At every step in our energy journey, we're focused on people - our customers, our communities and our workforce. Whether we're generating electricity or supporting our customers as they navigate a changing energy sector, we understand our responsibility to ensure communities are stronger because of us, whether that's socially, environmentally or economically.

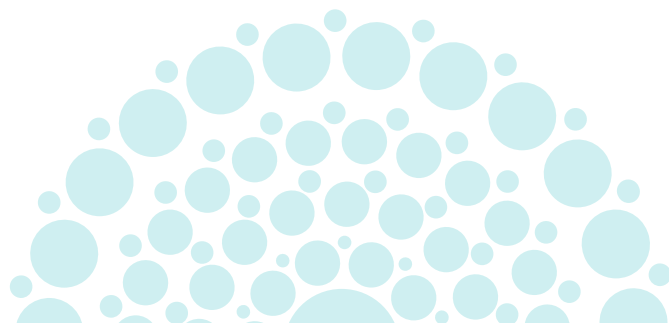
At Snowy Hydro, it's the people behind the power who make the real difference. We're proud to work with the best and brightest to power Australia's sustainable future.

The procedures and culture required for Snowy to have a complete view of the number of team members who identify as Aboriginal or Torres Strait Islander are immature. As of September 2025, we have 2,021 permanent employees working across Snowy Hydro facilities and offices in four states. We have begun collecting information about the cultural identity of our team members as part of our Diversity and Inclusion benchmarking work. In February 2025, we introduced a self-reporting function in our people management system. Since then, seven employees have chosen to self-report that they identify as Aboriginal or Torres Strait Islander.

While this is an important first step, we recognise that the numbers do not provide the complete picture required. Cultural safety, trust and lived experiences influence whether people choose to share this information.

This RAP contains an initiative to mature our framework to identify First Nations employees from a data capture perspective. Both this RAP and our Diversity and Inclusion Strategy include initiatives to help us create an environment where all employees feel safe and respected. We recognise there is more work to do and we will continue to focus on building cultural safety, fostering inclusion and opening up meaningful, long-term employment pathways for First Nations peoples.

We recognise that inclusion goes beyond representation. It's about building a culture of respect, understanding and opportunity.



Our operations and customer footprint

Snowy Scheme:

	Hydro	Blowering	NSW
	Hydro	Guthega	NSW
	Hydro	Jounama Small Hydro	NSW
	Hydro	Murray 1	NSW
	Hydro	Murray 2	NSW
	Hydro	Tumut 1	NSW
	Hydro	Tumut 2	NSW
	Hydro	Tumut 3	NSW
	Diesel	Angaston	SA
	Gas	Colongra	NSW
	Diesel	HEZ	NSW
	Gas	Kurri Kurri	NSW
	Gas	Laverton North	VIC
	Diesel	Lonsdale	SA
	Diesel	Port Stanvac	SA
	Gas	Valley Power	VIC



Snowy Hydro has offices in Broadbeach, Cooma, Melbourne and Sydney

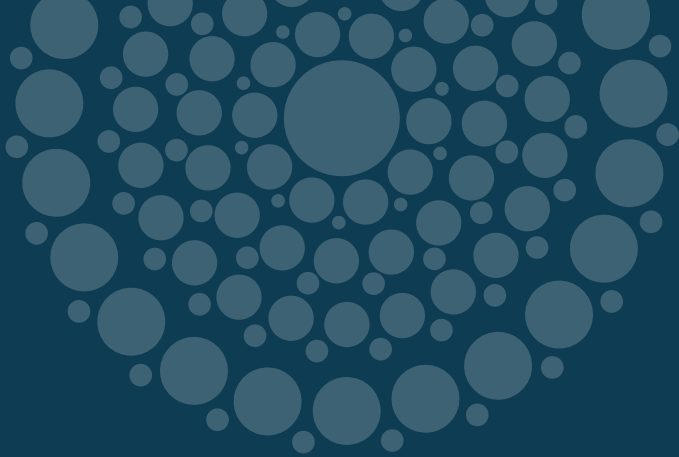


States with Red Energy and Lumo Energy customers

snowyhydro



Our reconciliation journey



First Nations culture is integral to modern Australia's social fabric as the world's oldest enduring culture. As a major employer and contributor to social and economic outcomes, Snowy Hydro is mindful of our responsibility to contribute to reconciliation.

At Snowy Hydro, we're at the beginning of our reconciliation journey. We're committed to taking meaningful steps, based on respect, meaningful relationships and creating real opportunities.

We acknowledge that the land on which we work, live, generate and sell electricity carries stories, culture and deep connections that have existed for tens of thousands of years.

We recognise the lasting impact of colonisation and the continued challenges faced by First Nations peoples. At the same time, we honour the resilience, strength and knowledge that continue to thrive in communities across Australia.

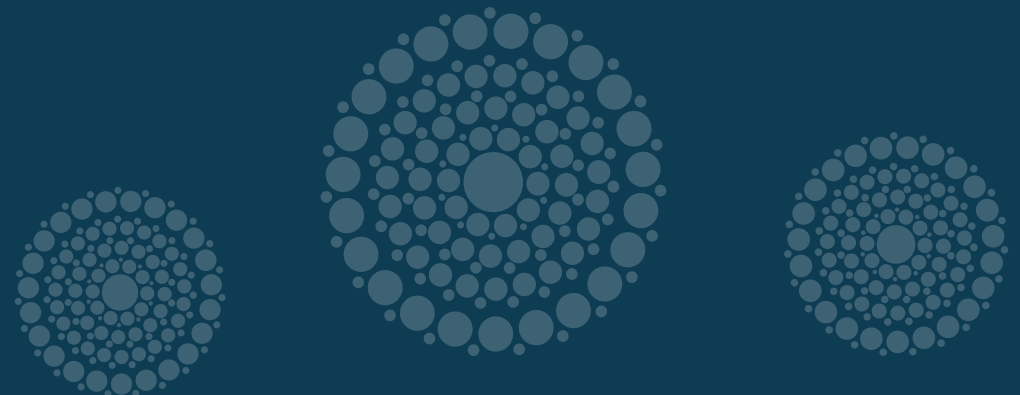
We know we can do more. That's why, through our Reconciliation Action Plan, we're working to listen, learn and bring together diverse perspectives, so that Aboriginal and Torres Strait Islander peoples can join us in shaping Australia's energy future together.

We commit to:

- **Building respectful partnerships with Aboriginal and Torres Strait Islander organisations**
- **Growing our own cultural awareness and aptitude across the business**
- **Creating safe, welcoming spaces for leadership, participation and visibility**

We're learning as we go and we'll keep listening, reflecting and improving along the way. We appreciate that this is a long-term commitment and we're in it for the long haul.

Because when we walk together with respect and purpose, we create a stronger, more inclusive future.



Our RAP



Our Reflect Reconciliation Action Plan is about building strong foundations. It's a first step toward something much bigger: a future where Aboriginal and Torres Strait Islander voices, perspectives and knowledge are genuinely part of how we work, connect and lead.

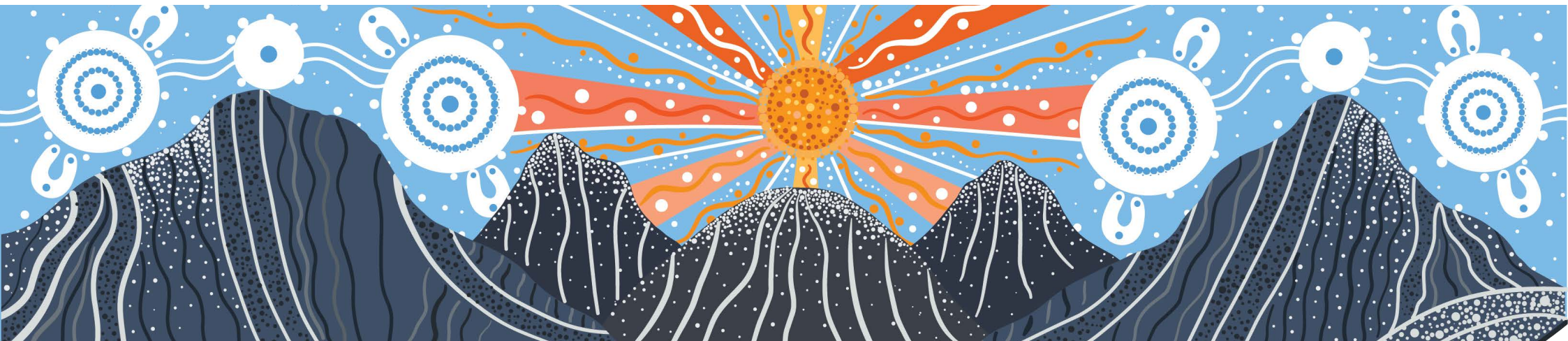
Energy is our business, but making a positive impact is our responsibility. For too long, First Nations peoples have not been included in decisions, programs and opportunities across our sector. This plan is part of our commitment to help change that.

We know this journey won't be perfect. But we're committed to doing the work while listening, reflecting and building respectful, meaningful relationships.

We've formed a Reconciliation Working Group to guide our actions and hold us accountable. The group's members represent different parts of Snowy Hydro. Their role is to help us stay on track while driving the implementation of our commitments.

This Reflect RAP is just the beginning. It's helping us understand our sphere of influence and where we can make the most impact. What we learn here will shape our next steps and help inform our future priorities.

We know that meaningful reconciliation takes time and that the work doesn't stop once a plan is written. Reconciliation becomes real in our everyday actions, the relationships we build, the stories we listen to and the decisions we make.



Where are we now?



At Snowy Hydro, we're at the Reflect stage of our reconciliation journey. While we're just getting started, the conversations so far have been incredibly encouraging.

We're proud to have strong support from our Executive team and Board, who are united in their commitment to making this work meaningful and lasting. There's genuine energy behind what we're setting out to do.

We've begun by acknowledging key dates like National Reconciliation Week and NAIDOC Week in different ways across the business. We're also exploring how we can use language and culturally inclusive messaging to make our internal communications more accessible and respectful.

We've also taken initial steps to create equal opportunities for First Nations-owned businesses through our procurement processes and our membership with Supply Nation.

Since 2017, Snowy Hydro has proudly supported the Clontarf Foundation, which helps young Aboriginal and Torres Strait Islander men attend school, finish year 12 and enter employment. We've invested \$1.65 million to date, starting with seed funding for the Tumut Academy. However, it's our people's involvement that truly brings this partnership to life. From attending school events and hosting site tours, to sharing career insights and offering mentorship, our team helps create meaningful experiences that go far beyond funding. These relationships build trust, raise aspirations and support young Aboriginal and Torres Strait Islander men in reaching their full potential.

We've since extended our commitment by partnering with the Stars Foundation, which supports Aboriginal and Torres Strait Islander girls in Tumut through culturally safe, holistic education programs. As with Clontarf, this is about long-term investment in the community, strengthened by the genuine engagement of our workforce.

We're also working with CareerTrackers, a national organisation that connects First Nations university students with employers through structured, paid internships. This partnership helps build career pathways and provides students with real-world experience, while giving our teams the opportunity to learn and grow.

Internally, we're creating opportunities for our people to connect with and learn from First Nations culture, whether by attending events like the Giiyong Festival, participating in cultural learning activities or supporting community initiatives such as the Brungle Public School NAIDOC STEM day.

That said, we know there's a lot of work ahead. We haven't set targets for inclusion or participation. And right now, we don't have accurate numbers on Aboriginal or Torres Strait Islander representation or adequate mechanisms for benchmarking. As we reflect on this stage of our journey, it is about being honest about where we are, where we want to go and how we plan to get there.

**The Snowy Hydro team
supporting Cooma's
first official National
Reconciliation Week Walk.**



Our RAP Working Group

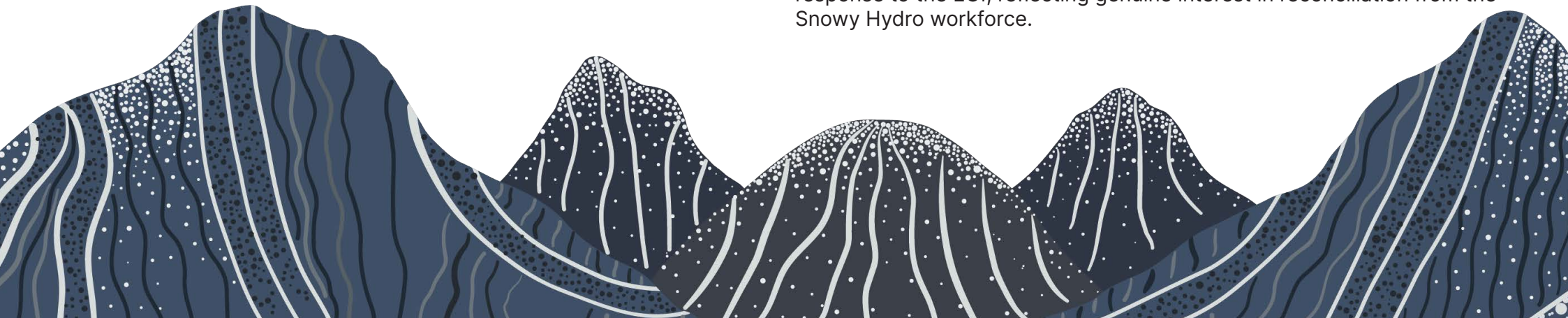


Snowy Hydro's RAP Working Group brings together people from across the business and includes representatives from generation, retail, people and culture, procurement, and corporate affairs, community and sustainability.

The working group was established in November 2024 to oversee the development of our plan, which sets out what we want to achieve, the practical actions we will take and how we will continue to advance reconciliation within Snowy Hydro.

Our RAP champions are our Chief Corporate Affairs Officer and our First Nations Engagement Advisor, who join the RAP Working Group and leaders across Snowy to drive our RAP commitments. The RAP Working Group will continue to deliver the initiatives under our RAP actions and deliverables, while also raising awareness across Snowy Hydro.

This working group includes our Executive champion, key functional leads from business areas with an opportunity to influence positive reconciliation outcomes and team members who joined through an expression of interest process. We were encouraged by the strong response to the EOI, reflecting genuine interest in reconciliation from the Snowy Hydro workforce.



Our RAP Working Group



Bunja Smith, Co-Chair
First Nations
Engagement Advisor



Scott MacKillop, Co-Chair
Chief Corporate Affairs
Officer



Bronwyn Killen, Secretariat
Executive Assistant - Corporate
Affairs, Community and Sustainability



Emily Roberts
Graduate Engineer



Elizabeth Holly
Graduate Renewables
Engineer - Snowy 2.0



Joseph Flynn
Head of Channels



Charlie Litchfield
Head of Environment
and Lands



Sarah Norris
Head of Social Impact
and Community



Claire Roberts
General Manager - People
and Performance



Craig Wilson
General Manager -
Sustainability



Cate Pigeault
Manager - Customer
Experience



Andrew Klaips
People and Performance
Business Partner



Belinda Mooney
Senior Internal
Communications Manager



Sarah Young
Senior Manager -
Procurement Operations



Desmond Lawlor
Surface Site Surveillance
Officer - Snowy 2.0



Relationships

This pillar focuses on building strong, respectful and genuine relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians within and outside Snowy Hydro.



Actions	Deliverables	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations (internal and external).	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our operational and customer footprint and sphere of influence.	Deadline: February 2026 Review date: September 2026	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community
	Research best practices and principles to learn how we establish mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Deadline: February 2026 Review date: September 2026	Lead: First Nations Engagement Advisor Support: RAP Working Group
	Identify and build supportive partnerships with First Nations organisations to create meaningful outcomes.	Deadline date: July 2026	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community
	Continue to support the Clontarf Foundation through engagement activities, work experience, mentoring, and site visits, and expand these efforts to reach across our entire footprint.	Deadline date: October 2026	Lead: Head of Social Impact and Community Support: Social Impact and Community team
	Continue to support the Stars Foundation through engagement activities, work experience, mentoring, and site visits, and expand these efforts to reach across our entire footprint.	Deadline date: October 2026	Lead: Head of Social Impact and Community Support: Social Impact and Community team
	Enhance sponsorship and participation with Giiyong Festival to provide meaningful workforce engagement and cultural immersion opportunities.	Deadline date: October 2026	Lead: Head of Social Impact and Community Support: Social Impact and Community team
2. Build relationships through celebrating National Reconciliation Week (NRW).	RAP Working Group members to participate in an external NRW event.	Deadline date: May 2026	Lead: First Nations Engagement Advisor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Deadline date: May 2026	Lead: First Nations Engagement Advisor Support: Senior Internal Communications Manager
	Develop an internal communications and workforce engagement plan that incorporates Reconciliation Australia's NRW resources and reconciliation materials.	Deadline date: February 2026	Senior Internal Communications Manager General Manager - Workforce Transformation
	Host an inclusive NRW event accessible to all segments of the workforce.	Deadline date: May 2026	Lead: First Nations Engagement Advisor Support: Senior Internal Communications Manager

3. Promote reconciliation through our sphere of influence.	Communicate and celebrate our commitment to reconciliation with our workforce.	Review dates: November, February, May, September	Lead: First Nations Engagement Advisor Support: Corporate Affairs team
	Provide opportunities for our workforce to contribute to our reconciliation journey in a way that is meaningful to them.	Review dates: March and September	Lead: Senior Internal Communications Manager Support: General Manager - Workforce Transformation
	Maintain existing relationships and identify new external stakeholders that Snowy can engage with on our reconciliation journey.	Review dates: November, February, May, September	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community
	Publish our RAP on our website with supporting information about Snowy Hydro's reconciliation, including sharing our successes on our social media channels .	Deadline: November 2025 Review dates: At minimum: February, April, July & September	Lead: Head of External Affairs and Communications Support: Social and Digital Communications Manager
	Identify like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Deadline date: March 2026 Review date: September 2026	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race-relations and anti-discrimination.	Deadline date: March 2026	Lead: General Manager - People Services Support: First Nations Engagement Advisor
	Conduct a review of existing People and Culture frameworks, policies, procedures, materials and resources to identify existing anti-discrimination provisions and future anti-racism considerations.	Deadline date: July 2026	Lead: General Manager - People Services Support: First Nations Engagement Advisor



Respect

The Respect pillar is about increasing cultural understanding, awareness and appreciation of Aboriginal and Torres Strait Islander cultures, histories and knowledge systems.



Actions	Deliverables	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 Snowy Hydro.	Deadline date: September 2026	Lead: First Nations Engagement Advisor Support: People and Culture team
	Conduct a review of cultural learning needs within our organisation.	Deadline date: September 2026	Lead: Head of Talent and Capability Support: First Nations Engagement Advisor
	Deliver business-wide cultural awareness training to increase cultural understanding across our workforce.	Review dates: December, March & September 2026	Lead: First Nations Engagement Advisor Support: General Manager - Workforce Transformation
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians across the National Electricity Market with a primary focus on NSW and Victoria, through research of similar organisations, as well as state and federal energy departments, who may have undertaken a similar activity already.	Review dates: December, March, September	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community
	Increase the workforce's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Deadline date: February 2026 Review date: September 2026	Lead: First Nations Engagement Advisor Support: Senior Internal Communications Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst staff about the meaning of NAIDOC Week.	Deadline date: June 2026	Lead: First Nations Engagement Advisor Support: Senior Internal Communications Manager
	Introduce the workforce to NAIDOC Week by promoting external events across our business.	Deadline date: June 2026	Lead: First Nations Engagement Advisor Support: Senior Internal Communications Manager
	Each member of the RAP Working Group to participate in an external NAIDOC Week event.	Deadline date: July 2026	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community team
	Participate in the Brungle Public School NAIDOC STEM day celebrations.	Deadline date: August 2026	Lead: Education Manager Support: First Nations Engagement Advisor



Opportunities

This pillar focuses on improving social and economic outcomes by creating sustainable opportunities (recruitment, mentorship, career development and supplier diversity) for Aboriginal and Torres Strait Islander peoples.

Actions	Deliverables	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Audit current Aboriginal and Torres Strait Islander employee numbers, roles and retention, while also developing mechanisms to track and report on this data consistently over time.	Deadline date: September 2026	Lead: General Manager - People Services
	Develop a business case for Aboriginal and Torres Strait Islander recruitment, retention and career development with Indigenous stakeholder input.	Deadline date: October 2026	Lead: General Manager - Workforce Transformation
	Commence a pilot mentorship program for Aboriginal and Torres Strait Islander employees.	Deadline date: September 2026	Lead: General Manager - Workforce Transformation Support: First Nations Engagement Advisor
9. Influence supplier diversity by increasing Aboriginal and Torres Strait Islander participation to support improved economic and social outcomes.	Develop and communicate a statement of intent on Indigenous procurement, engaging all Procurement teams and key stakeholders.	Deadline date: December 2025	Lead: Senior Manager -Procurement Operations
	Continue to work with Supply Nation to identify current and future engagement with Indigenous businesses and maximise the membership.	Deadline date: December 2025	Lead: Senior Manager - Procurement Operations
	Incorporate review of current Indigenous supplier metrics and develop reporting mechanisms to track this information on an ongoing basis.	Deadline date: November 2025	Lead: Procurement Optimisation Lead
	Review contract conditions and clauses when working with Indigenous suppliers to ensure the use of fair and culturally appropriate contract terms.	Deadline date: December 2025	Lead: Senior Manager - Procurement Operations Support: Procurement Category Managers
10. Providing access to education, skills development and training programs to empower Aboriginal and Torres Strait Islanders and support their long-term success.	Consult with Aboriginal and Torres Strait Islander communities and stakeholders (internal and external) to identify education and training needs.	Deadline date: June 2026	Lead: First Nations Engagement Advisor
		Review date: October 2026	Support: Head of Talent and Capability
	Partner with CareerTrackers to host a webinar sharing the Snowy Hydro story to attract Indigenous candidates to our development programs.	Deadline date: March 2026 Review date: October 2026	Lead: General Manager - Workforce Transformation Support: First Nations Engagement Advisor



Governance & Reporting

The Governance and reporting pillar ensures there is strong internal leadership, accountability and transparency in delivering our RAP commitments.

Actions	Deliverables	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain an engaged RAP Working Group to govern RAP implementation, composed of a diverse mix of team members from across the organisation.	Review dates: February & September 2026	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community
	Review meeting cadence for the RAP Working Group to monitor progress.	Review dates: February & September 2026	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community
	Review Terms of Reference for the RAP Working Group.	Review dates: February & September 2026	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community
	Maintain and strengthen Aboriginal and Torres Strait Islander representation on RAP Working Group.	Review dates: February & September 2026	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community
12. Provide appropriate support for the effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Deadline date: March 2026 (annually)	Lead: Head of Social Impact and Community Support: First Nations Engagement Advisor
	Engage senior leaders in the delivery of RAP commitments.	Review date: September 2026	Lead: Head of Social Impact and Community Support: First Nations Engagement Advisor
	Provide support to our Executive RAP ambassador to effectively champion our RAP internally.	Review dates: November 2025, February, May & September 2026	Lead: Head of Social Impact and Community Support: First Nations Engagement Advisor
	Define appropriate systems and capabilities to track, measure and report on RAP commitments.	Deadline date: December 2025	Lead: Head of Social Impact and Community
		Review date: June 2026	Support: First Nations Engagement Advisor

13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Formally launch the RAP internally and externally to celebrate and build momentum while promoting accountability.	Deadline date: November 2025	Lead: First Nations Engagement Advisor Support: Corporate Affairs, Community and Sustainability team
	Develop a RAP internal communication and workforce engagement plan.	Deadline date: December 2025 Review date: June 2026	Lead: Senior Internal Communications Manager Support: First Nations Engagement Advisor
	Communicate RAP progress and activity to the workforce twice-yearly.	Deadline dates: February & July 2026	Lead: First Nations Engagement Advisor Support: Senior Internal Communications Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Deadline date: 30 September 2026	Lead: First Nations Engagement Advisor Support: Chief Corporate Affairs Officer
14. Continue our reconciliation journey by developing our next RAP.	Undertake a quarterly review of progress, learnings, challenges and achievements in implementing our Reflect RAP initiatives.	Review dates: December 2025, March, July & September 2026	Lead: First Nations Engagement Advisor Support: Head of Social Impact and Community
	Register via Reconciliation Australia's website to begin developing our next RAP.	Deadline date: June 2026	Lead: First Nations Engagement Advisor

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For further information about our Reconciliation Action Plan please contact:

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