

Stretch Reconciliation Action Plan

September 2026 – September 2029

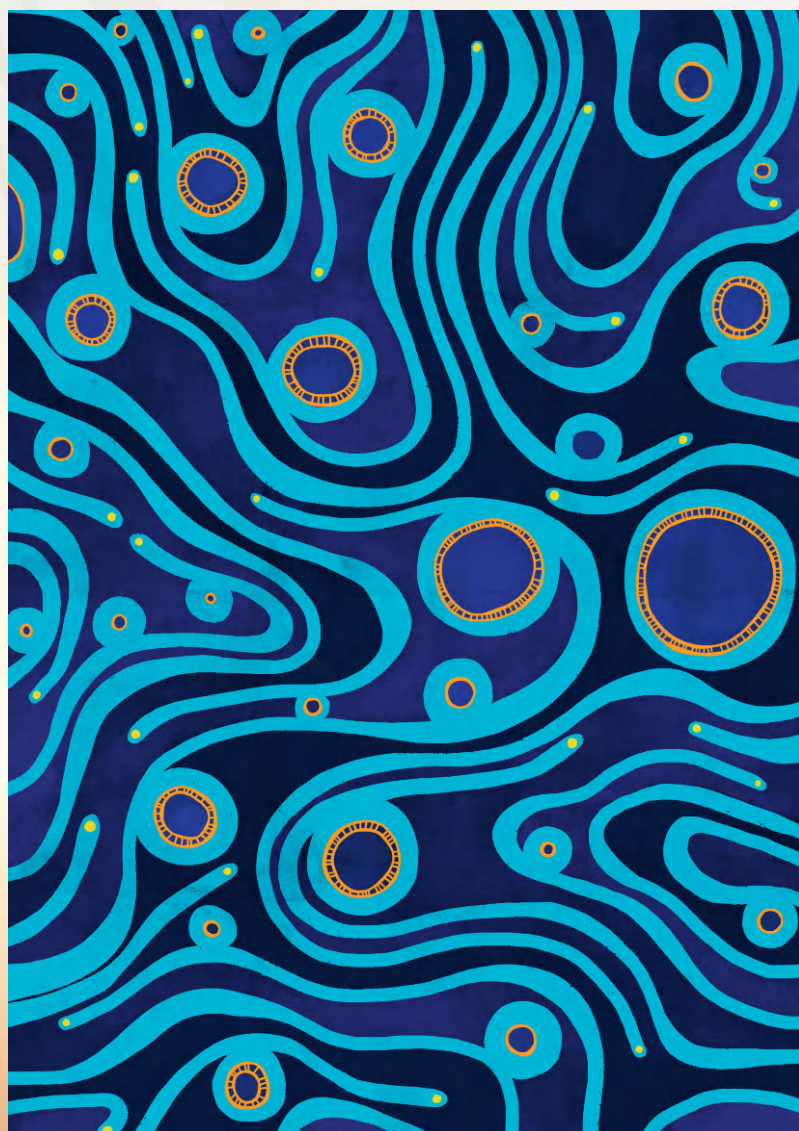


Our Artwork: Lighting the Path Forward

We look from where we have come from and where we are going. Lighting the path to point us in the right direction. The land guides the pathways and connects us together. It is our duty to take the path unknown, be guided and make way for a brighter future.

'Lighting the Path Forward' depicts AGL's vision for:

- creating pathways to meaningful change and sustainable futures;
- advocating voices and values from the top to the bottom;
- leading change; and
- caring for Country and connecting people in a meaningful and impactful way.



About the artist – Keisha Leon

Keisha Leon is a Waanyi and Kalkadoon designer/artist who uses narratives to reflect her own experiences; and to connect conceptual design with social outcomes, to change the narrative for the future. Keisha is the founder of Leon Design, a First Nations owned and operated creative consultancy, specialising in conceptual design to bring ideas to life. Keisha and her team deliver high quality design and visual concepts. Their collaborative approach ensures personalised and bespoke outcomes for every client. Leon Design connects people, cultures and ideas across a broad range of clients including government, large multinational organisations and SMEs in metropolitan, regional and remote areas.

AGL acknowledges the Traditional Custodians of the lands and waters on which we operate. We respect their enduring connection to Country, culture and community. We honour their cultures and knowledge and pay our respects to Elders past and present.

Contents

Message from Damien Nicks, MD & CEO AGL Energy	4
Message from Karen Mundine, CEO Reconciliation Australia	5
Our Vision for Reconciliation	6
Our Business	8
Where We Operate	10
Our Reconciliation Journey	12
Our RAP	20
Relationships Pillar	26
Respect Pillar	32
Opportunities Pillar	38
Governance	47
Contact	49

Message from Damien Nicks, MD & CEO AGL Energy



At AGL, we recognise that reconciliation is fundamental to Australia's future, and we seek to contribute meaningfully through our role in Australia's energy transition.

As a company deeply connected to land, waters and community, we acknowledge the Traditional Custodians of the lands on which we operate, and we are committed to working in partnership to create shared value through the energy transition.

We've taken important steps to strengthen relationships, build cultural capability and create opportunities for First Nations people and businesses. We've expanded our partnerships with First Nations communities across our operations, spent approximately \$42 million with First Nations businesses since launching our first Reconciliation Action Plan in 2021, and strengthened programs that support education, employment and economic participation. We've also progressed building cultural capability across our workforce, with the majority of our people completing foundational training and our leaders undertaking deeper cultural capability development.

This progress is important, but we recognise reconciliation is an ongoing journey and there is more to do. The scale and rapid pace of Australia's energy transition presents both opportunity and challenge. As we develop new energy projects, we are engaging with Traditional Custodians in new regions where relationships are still being established. We've learned that meaningful engagement takes time, must be led by community priorities, and requires us to support First Nations communities to participate in ways that are meaningful to them.

We've also heard clearly from our First Nations partners that success is not measured by activity alone, but by long-term outcomes — sustained employment, thriving First Nations businesses, and genuine influence in decision-making. These insights are shaping how we approach our next phase of work.

Our 2026–2029 Reconciliation Action Plan reflects this shift. Our focus is on deepening long-term, place-based partnerships with Traditional Custodians, strengthening the cultural capability of our workforce, and leveraging our investment in the energy transition to create lasting economic opportunities and shared prosperity. We are committed to creating pathways into meaningful employment, supporting First Nations businesses through our supply chain, and enabling the benefits of the energy transition to be shared with the communities where we operate.

Reconciliation is not separate from our strategy. It's central to how we build trust, strengthen our social licence and deliver long-term value, by listening, learning and acting in partnership.

I'm confident that through our continued collaboration with First Nations communities, we can help shape a more inclusive, respectful and sustainable future for all Australians.

Damien Nicks
Managing Director and CEO
AGL Energy Limited

Message from Karen Mundine, CEO Reconciliation Australia



On behalf of Reconciliation Australia, I congratulate AGL on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its third overall.

Formed around the pillars of **relationships**, **respect** and **opportunities**, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As a major Australian energy company that supplies residential, business and wholesale customers across the country, AGL's work uniquely intersects with Aboriginal and Torres Strait Islander communities, cultures and lands. This positions AGL to drive meaningful reconciliation efforts in partnership with First Nations people.

This Stretch RAP is built upon the considerable experience AGL garnered in previous RAPs where it focused on strengthening relationships, building cultural capability, and creating education, employment and economic opportunities for First Nations people and businesses. All these initiatives were underpinned by AGL's growing understanding that First Nations voices and culture must play a central role in shaping how it operates.

Through this work, AGL has learned that meaningful relationships with Aboriginal and Torres Strait Islander peoples are built over time through listening, consistency and respect for cultural authority, rather than through consultation alone. This foundational lesson, along with its many other previous initiatives, forms the foundations of its expanded commitments in this RAP. Continuing its focus on relationship-building, self-determination and centring culture, AGL is ensuring that First Nations people have the space, support and capacity to drive positive and sustained outcomes for their communities.

This approach takes time and requires deep thought, honest reflection and genuine collaboration with a range of Indigenous stakeholders. I have no doubt this work will yield considerable reconciliation outcomes across AGL's sphere of influence.

On behalf of Reconciliation Australia, I commend AGL on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

Listen deeply to strengthen our cultural intelligence, workplace cultural safety and inclusivity

Deliver accessible and affordable energy solutions for our First Nations customers

Our vision for reconciliation is an inclusive Australia where First Nations people are respected, have a genuine voice in decisions that affect them and have equal opportunity to participate in and benefit from the nation's energy transition.

Promote benefits to First Nations communities from our investment in new energy projects in Australia's energy transition.

Uphold the principles of self-determination in our engagement with Traditional Custodians and First Nations communities

Continue to build trusted partnerships where we operate

The world is changing and at AGL we're looking to the future. AGL's purpose, **Powering Australian Life**, and company values (**Bring on tomorrow; Can do. Will do; and Be safe. Be supportive**) reflect our commitment to provide reliable, sustainable and affordable energy solutions for millions of homes and businesses as we play our role in Australia's energy transition.

Our purpose
Why we exist

Our purpose is centred on Powering Australian Life

At AGL, we believe energy makes life better.
That's why we're passionate about powering
the way Australians live, move and work.

Our values
Guides our thinking and decision making

Bring on tomorrow.

Seize the opportunity.
The work we do today impacts the Australia we leave for future generations.
We don't have all the answers. But through continuous improvement and working together, we'll uncover opportunities that make history. For all of us.
Bring it on.

Can do. Will do.

Make things happen.
We show up with a positive attitude. We're resilient, confident, and flexible in the way we work. Combine this with our expertise and insight, we always deliver.
For ourselves, each other, and our customers.

Be safe. Be supportive.

Be a good human.
Upholding a safe environment at work is on all of us. So we back ourselves and we back each other. Creating a culture where everyone feels included, heard and safe, every day.



Opportunities

Our core value 'Bring on tomorrow' is about creating a better place and opportunities for future generations. We will continue to focus on leveraging our size and influence to support education and employment opportunities for Aboriginal and Torres Strait Islander peoples.



Relationships

'Can do. Will do' is one of our core values, which means we make things happen. We focus on creating collaborative partnerships so we can do the right thing and deliver outcomes that benefit the communities we serve.



Respect

Our core value 'Be safe. Be supportive' encompasses not only physical safety but also cultural safety and mental health. Our focus is on creating a culturally safe workplace where everyone feels included, heard and safe every day. We are respectful and value diverse perspectives and experiences.

Our RAP Pillars
founded on our core values

Our Business

Proudly Australian for more than 189 years, AGL supplies energy and other essential services to residential, small and large businesses and wholesale customers. Connecting every customer to a sustainable future and helping our customers decarbonise the way they live, move and work.

AGL operates the largest private electricity generation portfolio in Australia. Our operational portfolio comprises coal-fired generation, renewable generation sources such as wind and hydro, electricity storage and firming technologies including batteries and gas-powered generation, and a gas storage asset. We are building on our history as one of Australia's leading private investors in the construction of renewable energy projects and owner of the largest privately owned fleet of hydro assets in Australia, to be a leader in the transition to a lower emissions and smart energy future.

Australia's energy system is undergoing a significant transformation, shifting from a system that is heavily reliant on coal-fired power stations to a system comprised of a mix of grid-scale renewable generation technologies supported by storage and firming, along with decentralised consumer energy resources (CER).

AGL is committed to contributing to Australia's decarbonisation journey by connecting every customer to a sustainable future and transitioning our energy portfolio. Our strategy also aims to balance energy affordability, system reliability and security while adapting to the evolving needs of our customers and communities. As we phase out our coal-fired power stations, we aim to add 12 GW of new renewable and firming capacity by the end of 2035, making efforts to accelerate this transition where possible.

Our strategic goals are supported by three foundational strategic pillars: embracing ESG, fostering a future-fit culture and workforce, and leveraging technology at the core of our business.



Hallett Wind Farm - Ngadjuri Country, South Australia.

4.57 million

Services provided to customers across Australia¹

>4,000

People employed in Australia

39

Self-identified First Nations employees (0.9%)

30.4 TWh

Electricity delivered in FY26, over 16% of the NEM's total generation

7,937 MW

Generation assets operated

1,722 MW

Renewable generation assets operated

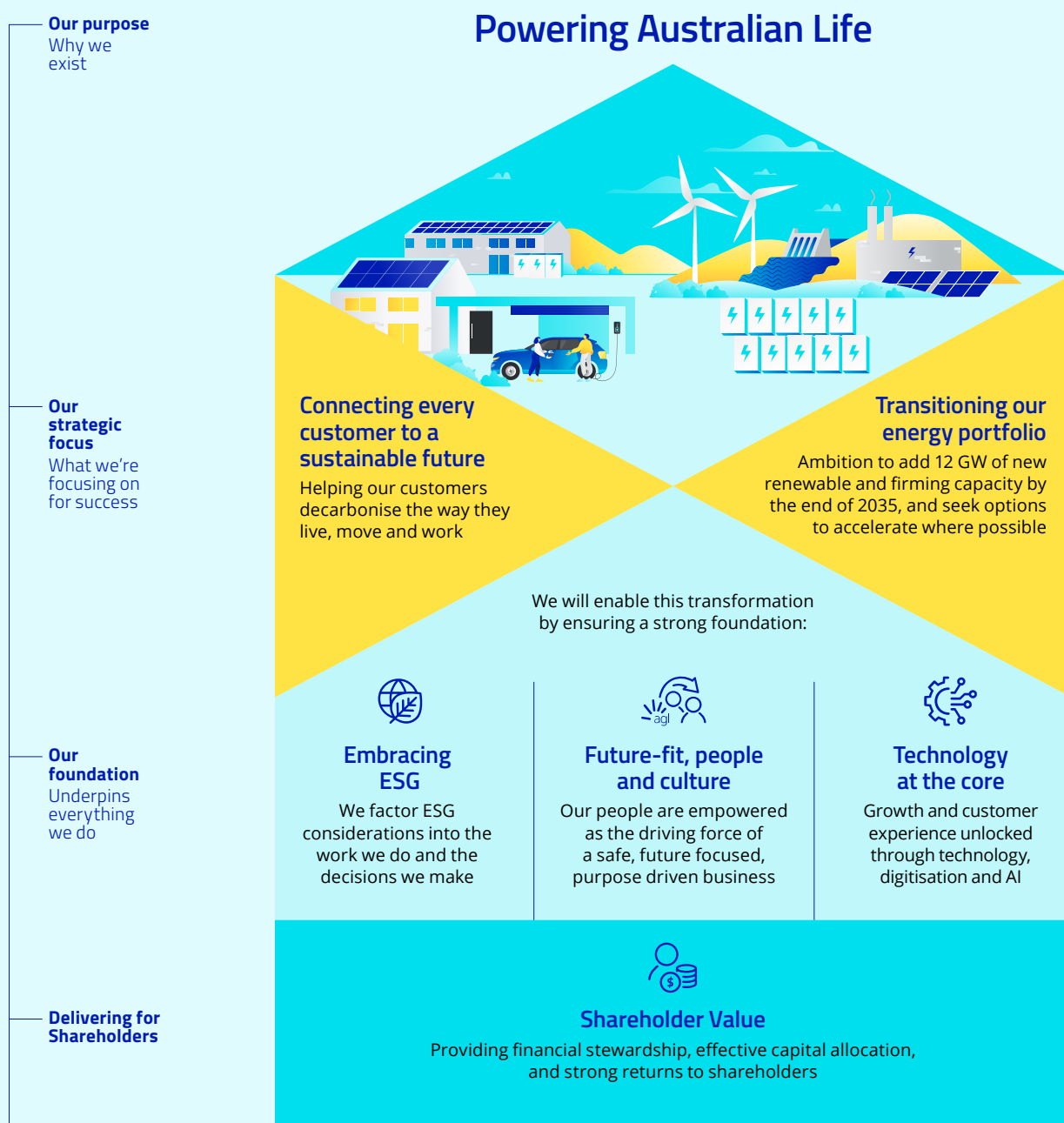
5.82 GW²

Flexible generation capacity in our portfolio

>10 GW

New renewable and firming projects in the development pipeline

Our Strategy



1. Includes Netflix services.

2. Includes AGL's operated grid-scale battery, hydro, flexible GPG and coal-fired flexing capacity.

Where We Operate

Legend

-  Operated by AGL
-  Under construction
-  Pipeline project
-  Office
-  Gas-fired
-  Coal-fired
-  Wind
-  Hydro
-  Grid-scale battery
-  Gas Storage
-  Mine
-  Decommissioned

* Projects funded/owned by other parties

Map reflects assets as at 30 June 2026.
Generation assets operated or contracted by AGL which have an installed capacity of less than 50 MW are not shown on this map.

Kwinana Swift Power Station
Traditional Custodians:
Gnaala Karla Booja people

Kwinana Swift Gas 2 project
Traditional Custodians:
Gnaala Karla Booja

AGL Perth Energy Office
Traditional Custodians:
Whadjuk Nyoongar people



Our Reconciliation Journey

2011

Partnered with the Kurna community in a significant repatriation project at Torrens Island in South Australia.

2019

- Partnered with Wonnarua Nation Aboriginal Corporation and The Nature Conservancy to develop Minim-bah Healthy Country Plan in the NSW Hunter Region.
- AGL Bayswater and Liddell Power Stations commissioned local First Nations artist, Johnny Robinson, to create AGL's first Aboriginal artwork.

2021

- Launched our inaugural Innovate RAP.
- Commissioned Kurna artist, Allan Sumner, to create artwork for Torrens Island Power Station.
- Formed the Kurna Elders Council to advise our leadership team at Torrens Island Power Station in South Australia.

2016

Formed our first Reconciliation Employee Network.

2020

- Developed AGL's Cultural Protocol guidance.
- Established the AGL Loy Yang Jungarra Wannik scholarship.

2022

- Partnered with Clontarf Foundation to support better educational outcomes for First Nations boys.
- Announced our support of the Uluru Statement from the Heart.
- Unveiled our Melbourne office Aboriginal artwork titled 'Lights On'.

2023

- Delivered \$3.9 million spend with First Nations suppliers, exceeding our RAP target of \$3 million.
- Partnered with Stars Foundation to support better educational outcomes for First Nations girls.
- Introduced sorry business leave.
- Introduced formal cultural training for all employees with Evolve Communities.
- Executive Leadership Team members completed cultural capability training with Arrilla Indigenous Consulting.
- Partnered with Wonnarua Nation Aboriginal Corporation providing seed funding over three years to establish a Manuka Tree Plantation and introducing bees for medicinal honey cultivation.
- Partnered with Kurna and Firesticks Alliance Indigenous Corporation providing seed funding over three years to establish the Kurna Kardla (fire) Team.

2025

- Delivered more than \$13 million spend with First Nations suppliers.
- Partnered with National Aboriginal Sporting Chance Academy and Deadly Coders.
- Established AGL Bayswater First Nations Scholarship in partnership with Wollotuka Institute at the University of Newcastle.
- AGL Mob's first face-to-face gathering on Worimi Country to connect with each other and participate in on Country cultural learning with Worimi Elders.
- Partnered with Jade Perry from Wilayi Co to develop an Acknowledgment of Country video in Wonnarua language.
- Recognised by NSW Indigenous Chamber of Commerce as the Industry Partner of the Year.
- Undertook a Cultural Environmental, Social and Governance assessment at AGL Hydro, in collaboration with the Taungurung Land and Waters Council (TLaWC).
- Launched a First Nations traineeship program for Liddell Ash Dam rehabilitation.

2024

- Delivered \$6 million spend with First Nations suppliers.
- Formed First Nations Employee Network 'AGL Mob'.
- Launched Indigenous Interpreter Services for our retail customers with 10 First Nations Languages.
- Partnered with First Nations Foundation to develop Yarning Energy Guides.
- Developed an energy efficiency community education video in partnership with SBS featuring a First Nations family, which aired on NITV.
- Introduced flexible leave policy for Australia Day.
- Brought together our RAP Executive SteerCo with Elders and representatives of our major assets for a day of listening, learning and yarning.
- Opened the Yarning Circle at AGL Loy Yang site, designed and delivered by local First Nations businesses in partnership with Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC).

2026

- Delivered more than \$18.7 million spend with First Nations suppliers.
- Funded solar and battery for Worimi Local Aboriginal Land Council building in Raymond Terrace.
- Partnered with Point Pearce Aboriginal Corporation to install solar and battery on 47 homes in the community.
- Partnered with Blackroo Community Indigenous Corporation supporting their Driving School Program in the Hunter region.
- Ten employees completed accredited allyship training with Evolve Communities.

Key achievements, challenges and learnings



Building Trusted Relationships

We have strengthened our Community Engagement Policy and Standard to embed leading-practice engagement principles, aligning with the Clean Energy Council's *Leading Practice Principles: First Nations and Renewable Energy Projects*. These principles now guide all our engagement with Traditional Custodians and First Nations stakeholders, reinforcing our commitment to respectful, inclusive and informed engagement.

We know that building trust takes time. Across our existing major assets, we have developed long-standing relationships with Traditional Custodians over many years by listening, learning and working together. However, the accelerated pace of the energy transition means we are increasingly developing projects in regions where we are still building relationships, requiring a more deliberate and sustained approach to engagement.

In renewable energy zones across the country, Traditional Custodian groups are often approached by multiple project proponents at the same time. This can place significant pressure on First Nations communities, many of which face capacity and resourcing constraints. Our learning is clear: meaningful engagement requires more than consultation. We are committed to supporting Traditional Custodian groups with access to appropriate resources and independent advisors, enabling informed decision-making and genuine participation that respects cultural authority and community priorities.



Barn Hill engagement day with Narungga, Kurna and Nukunu nations, Kurna Country, South Australia.

Building cultural connections at Barn Hill, SA

AGL is developing the Barn Hill Wind Farm and Battery project near Redhill in South Australia's Mid North. A core part of the project has been building respectful, long-term relationships with the Traditional Custodian groups: Narungga, Kurna and Nukunu nations.

We have worked with Traditional Custodians over several years to understand cultural heritage values across the project area. A cultural heritage

survey was undertaken, bringing together Narungga, Kurna and Nukunu representatives to work collaboratively under the guidance of their chosen archaeologist.

In early 2025, we hosted a three-nation workshop focused on caring for Country, cultural heritage, benefit sharing, and community priorities. For many who attended, this was the first time in living memory that the three nations had come together in this way to talk collectively about their Country. The workshop created space for open dialogue, shared learning, and relationship building between the groups, supported by AGL. This work has informed ongoing engagement with Narungga, Kurna and Nukunu peoples on benefit sharing arrangements, with a focus on outcomes that reflect the priorities and aspirations of each group.

Bringing multiple Traditional Custodian groups together is not common practice, but AGL supported this approach based on guidance from the groups themselves. AGL recognises that building strong relationships takes time and ongoing commitment. By investing in these relationships, AGL is working to protect cultural heritage values, respect culturally significant places, and honour its responsibility to operate on Traditional lands with care and respect.

Enabling access to the renewable energy transition for Point Pearce Community, SA

The Point Pearce Community Solar and Battery Project is a community-led initiative delivered through a partnership between AGL and the Point Pearce Aboriginal Corporation (PPAC) on Narungga Country in South Australia.

The project was established in response to community concerns about rising electricity costs and energy reliability and was shaped through ongoing engagement with PPAC, Narungga Elders and local residents. Over an 18-month period, AGL worked alongside PPAC, Narungga Elders, residents, the Aboriginal Lands Trust, suppliers, installers and government stakeholders to design and implement the initiative.

The AGL-funded project led to the installation of free rooftop solar and batteries on the homes of every resident in Point Pearce in mid-2026, helping reduce energy bills for 47 households by about \$1,000–\$2,000 each year and improving resilience to power outages. It provides a practical example of how renewable energy projects like Barn Hill can create lasting social, economic and community benefits when developed in partnership with First Nations communities.

By maintaining a consistent presence, supporting community-led discussions and contributing technical expertise, AGL took an enabling role, helping deliver practical benefits while supporting self-determination and long-term community capability.



Point Pearce Solar and Battery project community day with Point Pearce Aboriginal Corporation. Narungga Country, South Australia.



Kutaw Zoeru, a traditional dance and song group from Boigu Island in the Torres Strait – NAIDOC Week 2024.



Strengthening Cultural Capability and Respect

We continue to strengthen the cultural awareness of our people through our foundational online cultural learning, 7 Steps to Practical Reconciliation. This has established a strong baseline of awareness across the organisation.

Recognising that meaningful engagement requires more than awareness alone, we are evolving our approach by developing a Cultural Learning Academy designed to build deeper cultural capability and cultural intelligence across AGL. The Academy will offer tailored learning journeys for different role types, with a particular focus on employees who engage regularly with First Nations stakeholders and our people leaders. Learning will be delivered through a mix of online modules, video content, in-person workshops and immersive on-Country experiences.

To better support our First Nations employees, we introduced sorry business leave in addition to our existing compassionate leave, enabling employees to meet important cultural and community obligations. We have also introduced a substitute leave arrangement for Australia Day for all our employees.

We have strengthened our Cultural Protocol Guidelines to provide clearer guidance on working respectfully with First Nations communities. This includes guidance on the role of Elders, meeting protocols, consensus decision-making processes and cultural ceremonies. We have also developed a AGL First Nations

Terminology Guide to support the use of consistent language across all our internal and external documents and communications.

Each year, we actively participate in National Reconciliation Week (NRW) and NAIDOC Week across our offices and major operational sites. These activities create opportunities for our people to learn from and celebrate First Nations cultures. Initiatives have included guest speakers, truth-telling sessions with Elders, cultural performances, language classes and cultural tours. We also support NRW and NAIDOC Week celebrations led by local First Nations community organisations in the regions where we operate.

Our people have told us they want learning experiences that are practical, engaging and directly applicable to their roles. While online learning is an important foundation, we know it is not sufficient on its own. Designing targeted, role-appropriate learning that builds confidence and capability — particularly across a diverse workforce operating in different locations — remains a challenge. In response, we have partnered with Blak Ignited to help design and deliver a more holistic cultural learning program that moves from awareness to capability and cultural intelligence. This partnership reflects our learning to date that lasting impact comes from learning that is interactive, place-based and grounded in real relationships with First Nations people.

On Country learning for the Tomago Battery Project Team

The Tomago Battery project construction team participated in an on Country cultural learning experience led by Worimi Traditional Custodians. The learning experience focused on strengthening cultural capability within the project construction team and supporting culturally respectful decision making when working on Worimi Country.

The learning was designed as a place-based, immersive experience led by respected Worimi Elders and knowledge holders at the Murrook Cultural Centre and on Worimi Country. It included a Welcome to Country, a Smoking Ceremony, learning on Country across the Stockton Sand Dunes, discussion of middens and their cultural significance, and a bush resource walk focused on traditional uses of local plants.

Through ceremony, storytelling and time on Country, participants gained a deeper understanding of Worimi culture, ongoing connection to land, and the importance of cultural protocols.

Holding On Country cultural learning experiences is becoming common practice for AGL on new energy projects, with multiple events delivered to support consistent, respectful engagement with Traditional Custodians.



Image: On Country cultural learning at Stockton Sand Dunes led by Worimi Traditional Custodians, Worimi Country, New South Wales.



Image: Smoking Ceremony at Loy Yang Yarning Circle opening event, Gunaikurnai Country, Victoria.

Loy Yang Yarning Circle – Embedding Culture, Place and Partnership

AGL's Loy Yang site, in collaboration with Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC), created a Yarning Circle and Indigenous Gardens at the Loy Yang A Power Station in Victoria's Latrobe Valley. The space was designed and constructed by the GLaWAC Business Enterprise landscaping crew. Entrusting the design and construction to GLaWAC resulted in the design authentically reflects Gunaikurnai history, cultural heritage and connection to land, while also supporting economic participation and self-determination.

The space was created to support meaningful, place-based engagement with First Nations communities and to embed cultural respect into everyday operations. Rather than being a symbolic installation, it is intended to be actively used for reflection, shared learning, and relationship-building between AGL employees, leaders and community members.

The opening ceremony was led by Gunaikurnai Elders and cultural practitioners, including a Welcome to Country, smoking ceremony and dance performances, reinforcing the cultural authority and significance of the space.

Integrated into the landscape of the Loy Yang site, the design draws on established yarning circle principles creating a circular, inclusive space that removes hierarchy, encourages listening, and fosters shared understanding. The inclusion of Indigenous planting further anchors the space in Country, reinforcing its role as both a cultural and educational environment.

Located within one of Australia's largest power generation sites, the Loy Yang Yarning Circle stands as a tangible expression of AGL's commitment to reconciliation – embedding First Nations presence, culture and partnership into the fabric of our operations.



Creating opportunities for improved economic participation

We have made strong progress in increasing our procurement spend with First Nations businesses, purchasing **\$19.23 million** in goods and services over the life of our last RAP (FY24–FY25), exceeding our target of \$5.7 million. In FY26, we spent a further **\$18.73 million** with First Nations suppliers. This reflects meaningful momentum in supporting economic participation. However, progress in increasing First Nations employee numbers over the same period was limited, highlighting an area where greater focus is needed to achieve more balanced outcomes.

A core challenge was how accountability was distributed, with accountability for RAP outcomes often concentrated within functions such as procurement and recruitment, rather than consistently shared across all decision-makers. While these teams provide the policies, processes and systems to enable diverse hiring and supplier engagement, outcomes ultimately depend on the day-to-day decisions made across the business. Delivering meaningful change requires shared ownership. We have embedded accountability more broadly through leadership expectations, performance measures and decision-making frameworks, which will help embed RAP commitments in how tenders are awarded and people are hired, translating intent into more consistent outcomes across AGL.



Second Chance for Change at Liddell Battery, Wonnarua/Wanaruah Country, New South Wales

Building employment pathways through the energy transition: Second Chance for Change

Second Chance for Change is an equity, inclusion and diversity initiative delivered through the Liddell Battery project in the Hunter region, through a partnership between Blackrock Industries, AGL and its contractor Fluence. The program creates meaningful employment opportunities for people who have experienced incarceration, with a strong focus on supporting First Nations participation, recognising the over representation of First Nations peoples in the justice system.

Through this partnership, AGL supports project-based employment opportunities linked to the Liddell Battery project. Participants are employed through Blackrock Industries and supported with mentoring, training, and on-the-job guidance to help them succeed and transition into longer term employment.

For many participants, the program offers more than just a job. Working on the project has provided dignity, purpose, and a sense of belonging. People with lived experience of incarceration often face significant barriers to employment, and for First Nations peoples these barriers are often compounded by systemic disadvantage. Second Chance for Change provides structured, supported pathways back into the workforce, helping participants rebuild confidence, stability, and connection to community.

The program has supported participants to access stable income, develop skills, and progress into ongoing full-time employment with contractors working on AGL projects. The outcomes demonstrate that when people are given a genuine opportunity, they can transform their lives and create long-term pathways to economic participation.

Supporting First Nations Education Programs

One of the four social investment pillars within AGL's Social Impact Framework focuses on empowering First Nations people through targeted programs and partnerships. Through our First Nations Empowerment pillar, we support self-determination and aim to improve education and employment outcomes by strengthening pathways from school into further study, training and work. Education plays a critical role in closing the gap, particularly in STEM, where First Nations young people remain significantly under represented. CSIRO research highlights a 2.5-year gap in STEM achievement between Indigenous and non-Indigenous students.¹

AGL partners with four First Nations education organisations: the Clontarf Foundation, Stars Foundation, National Aboriginal Sporting Chance Academy (NASCA), and Deadly Coders, to support stronger education outcomes and skills pathways. Through these partnerships, AGL supports mentoring, wellbeing, leadership development, academic support, and career pathways for First Nations students. Clontarf focuses on mentoring and leadership for First Nations boys, while Stars and NASCA support First Nations girls through wellbeing, academic support, mentoring and pathways into further education and employment. Deadly Coders delivers coding, digital literacy and STEM education, helping address the low participation of First Nations people in STEM fields.

AGL strengthens school-to-work pathways by giving students practical exposure to future careers. This includes site visits, mentoring, leadership activities and career conversations that help students understand real workplace environments. AGL employees also support partner programs through hands-on activities, school engagement and local community events near AGL sites. These connections help young people build confidence, skills and networks that support long-term education and employment outcomes.

1. <https://www.csiro.au/-/media/Education-and-Outreach/Impact-Library/ISEP/Files/Evaluation/First-Evaluation-Report.pdf>



Worimi Power | Malakai, Year 4

"My artwork represents the community and energy of Worimi and the globe in the middle represents the power of connection."

Our RAP

Reconciliation is integral to how AGL will deliver on its strategy and play its role in Australia's energy transition. We are committed to reconciliation because we recognise that a sustainable energy future must be built in true partnership with the First Nations peoples who have cared for Country for millennia.

As a business fundamentally connected to land, waters and community, AGL acknowledges First Nations peoples as the Traditional Custodians of the lands on which we operate, and we strive to strengthen these relationships through respect, truth-telling and meaningful collaboration.

Reconciliation is a key contributor to our social licence. It is embedded within our broader ESG framework and integrated into the way we make decisions, engage with communities and deliver our projects. We aim to integrate ESG considerations into every major decision, recognising that the success of our strategy is influenced by inclusive and community-centred decision-making, building trusted partnerships and creating meaningful economic opportunities for First Nations people and communities.

Through our RAP, we are taking deliberate steps to build cultural understanding, support First Nations education and culturally safe employment pathways, and ensure that transition to cleaner energy delivers shared benefits. AGL seeks to honour First Nations cultures and foster meaningful partnerships, so that Australia's energy transition delivers shared economic and social benefits. Our RAP commitments form a critical element of how AGL defines its social performance and are embedded in our Community Engagement Policy and Standard, Benefit Sharing Guidelines, Social Impact Framework and community investment initiatives.

Kiewa Hydro Scheme, Taungurung
Country, Victoria

AGL ESG Focus Areas



Decarbonisation and portfolio transition

Progressing our renewable and firming pipeline and connecting every customer to a sustainable future to drive the energy transition, including by supporting our customers to decarbonise through business and home electrification products and services.



Safety and Environment

Driving a culture of safety performance and environmental compliance through proactive risk management, reporting and training, we're empowering every employee to prioritise safety and environmental protection in all aspects of our operations.



Gender equality and representation

Achieving gender diversity and equality at all levels of our organisation to deliver our 40:40:20 vision for gender equality.



Reconciliation

Creating economic participation opportunities for First Nations people through direct and indirect employment, targeted procurement, supplier capability building, investment in education programs and skills development.



Community acceptance and social value

Maximising the social impact of our community investment with clear site-specific community investment plans to better align to our social licence priorities and developing regional strategic partnerships to improve community acceptance of our projects, reputation and social licence.



Affordability

Improving the way we identify and support customers experiencing vulnerability, including delivering on our commitments made through the Customer Support Program to help our customers who need it most.

Developing this RAP



Our RAP

The following five themes emerged from engagement with First Nations stakeholders during development of our new RAP and through ongoing engagement with Traditional Custodians where we operate and develop new energy projects. These themes have informed our RAP commitments.

Engage – Whole-of-community, place-based engagement

We heard that engagement is most effective when it is inclusive, starts early and is designed with communities, not added later in project delivery. Stakeholders emphasised building on existing relationships and broadening engagement across employment, procurement, education and the energy transition. Locally shaped approaches allow community priorities to guide engagement.

This theme is reflected in commitments under the Relationships and Opportunities pillars to maintain engagement with Traditional Custodians at AGL's major sites and implement engagement plans for existing assets and new energy projects. It is also embedded through Regional and First Nations Development Plans and project-specific benefit sharing arrangements. Under the Respect pillar, commitments to on Country learning and strengthened cultural heritage management practices will deepen understanding of Country, cultural values and Traditional Custodian perspectives.

Partner – Long-term relationships with accountability

We heard strong support for long-term partnerships that are visible, consistent and embedded across AGL's operations and supply chain. Communities value clear accountability and a dedicated AGL contact who understands local contexts and can act with authority. Consistent standards across contractors were highlighted as important to maintaining trust.

This theme is reflected in commitments under the Relationships pillar to build on existing partnerships with First Nations organisations and formalise new long-term agreements with Traditional Custodian groups. It is also supported through RAP governance arrangements that embed First Nations advisors and employee voices into decision-making, creating accountability for implementation and monitoring.

Employ & Grow – Pathways to sustainable careers

We heard that employment initiatives are most meaningful when they provide pathways from education and entry-level roles into long-term careers. Stakeholders highlighted the importance of mentoring, progression planning and opportunities that support people to remain connected to Country. Success was

described as career progression and retention, not just initial employment.

This theme is incorporated under the Opportunities pillar through commitments to improve First Nations recruitment, retention and professional development, targeted job advertising, apprenticeships and employment pathways through construction contracts. It is also reflected in support for annual AGL Mob gatherings, creating culturally safe opportunities for employees to connect and share experiences.

Invest – Economic participation and shared prosperity

We heard that economic participation should extend beyond jobs to include procurement, business growth and long-term wealth creation. Communities value procurement pathways that are clear, accessible and supported by practical assistance for First Nations businesses. There was strong interest in benefit sharing approaches that support land activation, infrastructure and sustainable income for future generations.

This theme is reflected in commitments under the Opportunities pillar to set First Nations procurement targets, remove barriers for suppliers and strengthen participation in construction, rehabilitation and Energy Hubs¹. It is also incorporated through benefit sharing commitments for new renewable and firming projects, and social impact investment in First Nations education programs.

Lead – Advocacy and influence in the energy transition

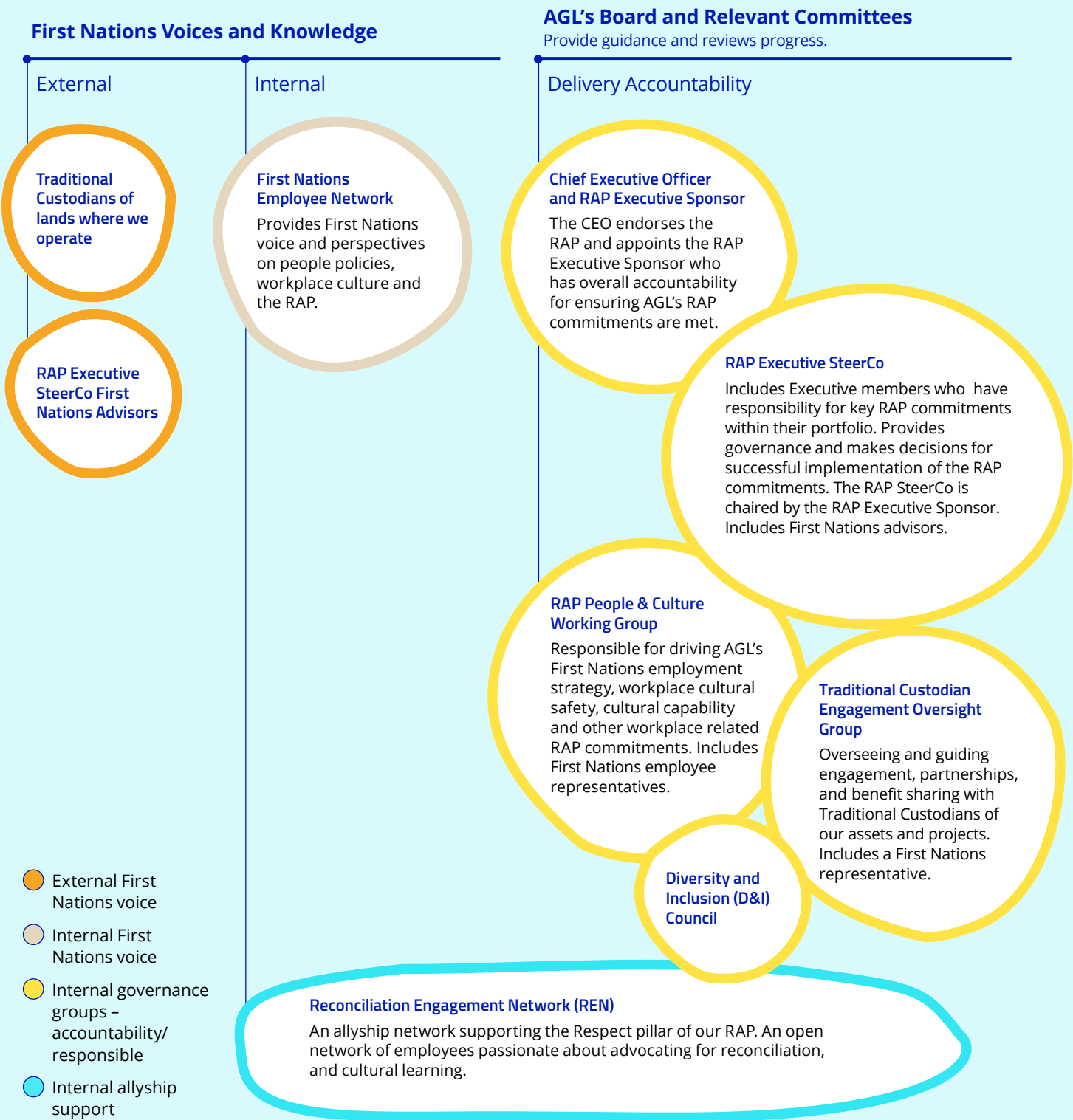
We heard an expectation that AGL use its scale and influence to advocate for First Nations interests in the energy transition. Stakeholders emphasised transparency about the future and genuine co-design of shared outcomes. Two-way governance and advocacy beyond minimum compliance were consistently identified as signals of leadership.

This theme is reflected in commitments under the Relationships pillar with deliverables that promote reconciliation through AGL's sphere of influence, including public communication, contractor onboarding and collaboration with joint venture, construction and community partners. It is also incorporated through the Opportunities pillar committing to advocate with energy sector consumer bodies, publicly disclosing First Nations participation requirements on new projects, and developing First Nations benefit sharing guidance that goes beyond minimum compliance.

1. AGL's Energy Hubs are large-scale industrial and energy precincts that repurpose former thermal power station sites to house renewable energy, storage and new industries that support regional economic development.

RAP Governance Framework

Our RAP is endorsed by our Chief Executive Officer, Damien Nicks and championed by our Corporate Affairs Executive General Manager and RAP Executive Sponsor, Suzanne Falvi who is also the Chair of our RAP Executive Steering Committee (RAP Executive SteerCo). The RAP Executive SteerCo is supported by external First Nations advisors who provide valuable advice and guidance. All forums contributing to our RAP governance include First Nations employee representatives and/or external advisors.



Our RAP

RAP Executive SteerCo

AGL's RAP Executive SteerCo is the overarching decision-making body with accountability to lead AGL's vision for reconciliation and oversee the successful implementation of our RAP commitments.

AGL Executive Members

- Suzanne Falvi – Executive General Manager, Corporate Affairs and RAP Executive Sponsor
- Matthew Currie – Chief Operations & Construction Officer
- David Moretto – Chief Commercial Officer
- Amanda Lee – Chief People Officer
- Jo Egan – Chief Customer Officer

First Nations Advisors

- Gavin Brown – Chief Executive Officer, Yamagigu Consulting
- Rebecca Halliday – Director of First Nations Clean Energy Network

RAP Executive Sponsor



Suzanne Falvi
Executive General Manager,
Corporate Affairs

Suzanne leads AGL's external affairs, policy, regulatory and communications functions. She plays a central role in shaping AGL's social licence as AGL delivers its strategy to transition its energy portfolio and connect every customer to a sustainable future.

Suzanne brings deep experience in energy and climate change policy and has played a leading role in shaping major energy reforms through senior positions at the Energy Security Board and the Australian Energy Market Commission.

RAP Executive SteerCo – First Nations Advisors



Gavin Brown
Chief Executive Officer,
Yamagigu Consulting

Gavin Brown is a prominent Wiradjuri man from Wellington, NSW. Gavin is the CEO and Co-founder of Yamagigu Consulting, Australia's largest First Nations-owned consulting firm, connected to Deloitte, focusing on economic development, infrastructure, and clean energy for Indigenous communities. Gavin is a highly respected advisor and leader in the First Nations business space.

Gavin is a Non-Executive Director of Wambal Bila Limited, the economic development and investment company charged with delivering benefits to the Binjang Wiradjuri People of Wellington, NSW, with a focus on renewables and infrastructure. He is also involved with the Business Council of Australia's Indigenous Leadership Group, First Nations Economic Empowerment Alliance and Jumbunna Institute at UTS.



Rebecca Halliday
Director of First Nations
Clean Energy Network

Rebecca (Bec) is a proud Birpai woman with over two decades of experience leading transformational change and complex systems reform across government, industry, higher education, and First Nations communities.

As a senior executive leader and strategic adviser, Bec is nationally recognised for leadership in cultural heritage governance, environmental protection, and the clean energy transition. She specialises in designing strategy, policy, and partnership frameworks that embed First Nations knowledge systems into Australia's environment, energy, and infrastructure sectors.



Point Pearce Community Day,
Narungga Country, South Australia



Relationships

Building strong, respectful relationships with First Nations stakeholders and Traditional Custodians of the lands on which AGL operates is essential to delivering AGL's strategic objectives to transition our energy portfolio. AGL's energy generation and infrastructure assets are located on Country that has been cared for by First Nations peoples for millennia, and trusted, transparent engagement is critical to strengthening community confidence, protecting cultural values, and making culturally informed decisions across the lifecycle of our operations and developments.

Our relationships with First Nations stakeholders and Traditional Custodians underpin AGL's energy transition and long-term value creation. By working in partnership with Traditional Custodians, AGL draws on deep knowledge of Country, reduces project risk, and creates shared economic opportunities through employment, procurement and investment in the energy transition. Continued engagement supports better project outcomes and helps embed First Nations voices in our decisions, contributing to a more inclusive and sustainable energy future.

Action

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
1. Maintain our ongoing engagement with Traditional Custodians in the communities where we operate to continuously improve our guiding principles for engagement, with a focus on building a shared understanding of priorities between: • Bayswater leadership and Wonnarua/Wanaruah community leaders; • Loy Yang leadership and GLaWAC leaders and Elders; and • Torrens Island leadership and the Kurna Elders Council.	June 2027 June 2028 June 2029	GM, Bayswater and Liddell GM, Loy Yang Head of Gas Assets Community Engagement Managers
2. Hold an annual First Nations stakeholder and community engagement event in the Upper Hunter.	March 2027 March 2028 March 2029	GM, Stakeholder Engagement GM, Bayswater and Liddell
3. Review, update and implement engagement plans to work with Traditional Custodians and other First Nations stakeholders for all existing assets and new energy generation and firming projects.	June 2027 June 2028 June 2029	Community Engagement Managers
4. Maintain and build on our formal, two-way partnerships with First Nations community organisations in line with the core commitments of our Social Impact Framework, including: • Clontarf Foundation • Stars Foundation • Deadly Coders • National Aboriginal Sporting Chance Academy • Blackroo Community Indigenous Corporation • Blackrock Industries – Second Chance for Change Program • Youyoong Local Aboriginal Education Consultative Group • Wonnarua Nation Aboriginal Corporation	June 2027 June 2028 June 2029	RAP Executive Sponsor Head of Social Impact GM, Bayswater and Liddell
5. Establish a long-term partnership agreement with: • GLaWAC supporting Healing of Wurruk and AGL's Loy Yang mine rehabilitation. • Kurna to provide funding support for their community program priorities.	December 2026 June 2027	GM, Loy Yang Head of Gas Assets

First Nations Employee Network Gathering

AGL's inaugural First Nations Employee Network gathering was held on Worimi Country, hosted by the Murrook Cultural Centre and Worimi Traditional Custodians. It brought together First Nations employees from across the business to strengthen relationships, deepen cultural understanding and connect through shared experience.

The program included immersive activities such as the Worimi Buna Dune Walk, cultural workshops and storytelling, offering insights into Worimi history, connection to Country and the ongoing role of culture in community life. These experiences created meaningful opportunities for learning, reflection and cultural pride.

Consultation sessions focused on career development, progression and support. Participants shared insights on barriers, enablers and aspirations, helping shape a more culturally responsive approach to workforce development. These discussions also reinforced the First Nations Employee Network as a collective voice and supported the integration of First Nations perspectives into AGL's reconciliation actions and priorities.

The gathering fostered a strong sense of belonging, creating space for honest conversation and shared learning. Participants described the experience as deeply meaningful, enabling them to build stronger connections and highlighting the importance of lived experience in shaping AGL's culture.

Action

2. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
1. Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff and register all our NRW events on Reconciliation Australia's NRW website.	May 2027 May 2028 May 2029	Chair of Reconciliation Engagement Network
2. RAP Executive SteerCo members to participate in one external NRW event.	27 May–3 June 2027, 2028, 2029	RAP Executive Sponsor
3. Encourage and support staff and senior leaders to participate in external events to recognise and celebrate NRW where participation can be accommodated without impacting essential operational requirements.	27 May–3 June 2027, 2028, 2029	Executive Team member of every Business Unit
4. Organise at least one organisation-wide internal NRW event annually and support local partners at our major assets with volunteering and/or sponsorships.	27 May–3 June 2027, 2028, 2029	RAP Executive Sponsor GM, Bayswater and Liddell GM, Loy Yang

Action

3. Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
1. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce, including launching an internal 'Meet the AGL Mob' campaign, and regularly share stories that highlight the achievements of First Nations employees and partners.	December 2026 December 2027 December 2028	RAP Executive Sponsor
2. Communicate our commitment to reconciliation publicly and implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	June 2027 June 2028 June 2029	RAP Executive Sponsor
3. Provide annual updates at Community Dialogue Groups on AGL's RAP progress.	June 2027 June 2028 June 2029	Senior Stakeholder Engagement Managers
4. Develop a contractor onboarding pack for site capital projects that includes information about Traditional Custodians, historical context, and key contacts within the community for consultation.	June 2027	Asset GMs GM, Site Transition
5. Attend a minimum of two RAP Leadership Gatherings hosted by Reconciliation Australia per year.	March, June, September, December 2027 March, June, September, December 2028 March, June, September, December 2029	RAP Executive Sponsor Head of Social Impact
6. Collaborate with joint venture partners, project construction partners, community partners, Business Council of Australia's Raising the Bar Network and other like-minded organisations to implement innovative approaches to advance reconciliation.	June 2027 June 2028 June 2029	RAP Executive Sponsor GM, Power Development GM, Construction Head of Social Impact

Action

4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
1. Continuously improve our people policies and procedures concerned with anti-discrimination.	June 2027 June 2028 June 2029	Chief People Officer
2. Engage with First Nations employees and/or First Nations advisors to continuously improve our anti-discrimination policy.	June 2027 June 2028 June 2029	Chief People Officer
3. Continue to implement and communicate an anti-discrimination policy for our organisation.	June 2027 June 2028 June 2029	Chief People Officer
4. Continue to provide ongoing education to senior leaders and managers on the effects of racism as part of AGL's annual Compliance Training Program.	December 2026 December 2027 December 2028	Chief People Officer
5. Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	June 2027 June 2028 June 2029	Chief People Officer

Upper Hunter First Nations Community Engagement

We hosted a First Nations Community Day in the Upper Hunter Valley, bringing together Traditional Custodians and First Nations community representatives to strengthen long-term, place-based relationships. The gathering was facilitated by an independent First Nations advisor and created a culturally safe space for open dialogue, listening and building shared understanding, so that community voices could help shape AGL's reconciliation journey and future activities in the region.

The session combined updates on AGL's current and planned activities, community priorities, outcomes and definitions of success. A consistent message was the importance of being asked, not told, and the need for genuine partnership beyond cultural heritage compliance. Five key themes emerged: whole-of-community engagement, long-term partnership, employment and career pathways, economic participation, and leadership in the energy transition.

These insights, together with our ongoing engagement with Traditional Custodians and First Nations communities where we operate and develop projects, have informed our RAP commitments with a focus on long-term partnerships, shared accountability and shared value, grounding reconciliation in community voice and enduring partnerships.



Smoking Ceremony at Loy Yang Yarning Circle opening event, Gunaikurnai Country, Victoria.



Respect

We recognise First Nations people as the Traditional Custodians of the lands and waters on which our operations are located, and as holders of cultural knowledge developed over more than 65,000 years. Valuing this deep cultural knowledge strengthens our understanding of place, supports more respectful decision-making, and reinforces our commitment to acknowledging and celebrating the world's oldest living cultures as a source of pride, resilience and continuing contribution to Australia's future.

Building cultural capability across our workforce is essential to successfully transitioning our energy portfolio. We are committed to learning from First Nations perspectives by embedding cultural learning, truth-telling and respect for protocols into how we develop our people and guide our work. By creating culturally safe and inclusive environments, we enable our people to better understand shared histories, appreciate cultural diversity, and engage more meaningfully with First Nations colleagues, partners and communities. This ongoing investment in understanding, learning and celebration supports stronger relationships, more informed outcomes, and contributes to a more equitable and reconciled Australia.

Action

5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
1. Regularly review AGL's cultural learning needs assessment.	June 2027 June 2029	Head of Social Impact
2. Consult local Traditional Custodians and/or First Nations advisors on the implementation of a cultural learning strategy and delivery of on Country learning experiences.	June 2027 June 2028 June 2029	Head of Social Impact
3. Implement and communicate a cultural learning strategy for our employees.	June 2027 June 2028 June 2029	RAP Executive Sponsor Chief People Officer
4. Develop AGL's Cultural Learning Academy designed to build deeper cultural capability and cultural intelligence across AGL and implement systems to consistently record all formal cultural learning in AGL's digital platform.	June 2027	Head of People Experience Head of Social Impact
5. Commit all RAP Executive SteerCo members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning addressing role-specific cultural coaching and learning needs.	June 2027 June 2028 June 2029	RAP Executive Sponsor Chief People Officer
6. At least 90% of all staff to complete our formal introductory cultural e-learning; all roles regularly engaging with First Nations stakeholders to undertake structured face-to-face learning. Project construction teams and site closure and rehabilitation teams to participate in on Country learning with the local Traditional Custodians.	June 2027 June 2028 June 2029	RAP Executive Sponsor Chief People Officer GM, Construction GM, Site Transition

Investing in cultural knowledge and practices with Kaurna

AGL's long-standing partnership with the Kaurna people reflects a shared commitment to caring for Country and learning from cultural knowledge and land management practices that have sustained the environment for tens of thousands of years. Through a partnership with the Firesticks Alliance and Kaurna, AGL has supported the establishment of the Kaurna Kardla (Fire) Team, strengthening community capability and enabling the return of cultural land management approaches.

This work recognises that caring for Country is closely linked to the renewal of culture, knowledge and decision-making. A key milestone was the cultural burn in September 2025 at Yarta Bulti, where AGL's Torrens Island Power Station is located. The burn followed nearly three years of collaboration between Kaurna Elders, Firesticks, Green Adelaide and AGL. Reintroducing 'right fire' to the landscape supported the regeneration of ecosystems adapted to kardla, while demonstrating how cultural and contemporary practices can work together.

AGL's support has also enabled training for emerging Kaurna fire practitioners, helping to pass on knowledge and build a sustainable pipeline of cultural fire expertise. Beyond on-ground outcomes, AGL has contributed to initiatives such as the Statewide Aboriginal Women's Fire Conference (2023) and a women's fire gathering on Torrens Island, strengthening networks of First Nations women land managers.

Action

6. Demonstrate respect to First Nations people by observing cultural protocols.

Deliverable	Timeline	Responsibility
1. Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	June 2027 June 2028 June 2029	Head of Social Impact
2. Annually review AGL's Cultural Protocols document in consultation with AGL's First Nations Employee Network (AGL Mob).	June 2027 June 2028 June 2029	Head of Social Impact
3. Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at two significant events each year and at sod-turning for major energy projects.	June 2027 June 2028 June 2029	RAP Executive Sponsor GM, Construction
4. Include an Acknowledgement of Country or other appropriate protocols at the commencement of employee town halls, all-company employee events, annual general meetings and financial result webinars.	June 2027 June 2028 June 2029	Executive Team (ET) members
5. Employees and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2027 June 2028 June 2029	Executive Leadership Team (ELT) members
6. In collaboration with Traditional Custodians and with their consent, develop and install Acknowledgement of Country plaques at all newly commissioned energy projects, ensuring their design and use reflects local cultural protocols.	June 2027 June 2028 June 2029	Chief Operations and Construction Officer

Preserving language, culture and connection to Country

AGL is committed to respecting and promoting First Nations cultural values, protocols and languages across our operations and engagement. This commitment is reflected in our partnership with Jade Perry, a proud Wonnarua woman and Director of the Wonnarua Nation Aboriginal Corporation, on whose Country our Bayswater and Liddell operations are located. Through this collaboration, AGL supported the development of an Acknowledgement of Country video delivered in Wonnarua language, helping to embed local cultural knowledge and protocols into our everyday practices.

In the video, Jade shares the significance of language as a foundation of cultural identity, connection to Country and the passing of knowledge across generations. She highlights that language is not just words, but part of stories, culture and deep relationships to land. Jade also reinforces that an Acknowledgement of Country is an important cultural protocol and an act of truth-telling, recognising Traditional Custodians, honouring Elders and strengthening shared understanding.

Building on this, AGL actively encourages employees to incorporate local First Nations language into their Acknowledgement of Country, guided by Traditional Custodians. This approach supports more meaningful and place-based acknowledgements, while helping our people build confidence in engaging with cultural protocols in a respectful and informed way.

By supporting initiatives like this, AGL is taking practical steps to elevate First Nations voices, promote the use of language, and strengthen our people's understanding of cultural protocols. This contributes to preserving and revitalising First Nations languages while fostering deeper connection to Country and community.

Action

7. Engage with First Nations cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
1. RAP Executive SteerCo to participate in an external NAIDOC Week event.	First week in July 2027, 2028, 2029	RAP Executive Sponsor
2. Ensure our new People & Culture policies and procedures do not create barriers to employee participation in NAIDOC Week activities.	June 2027 June 2028 June 2029	Chief People Officer
3. Support employees to participate in local NAIDOC Week events, where participation can be accommodated without impacting essential operational requirements, including: - at Loy Yang – encourage and support employees and senior leaders to participate in at least one external local event such as AGL-sponsored North Gippsland Football Netball League's Indigenous Round and/or Latrobe City Council-led NAIDOC week celebrations; and - at Bayswater and Liddell – provide sponsorship and volunteer support for Singleton NAIDOC celebrations.	First week in July 2027, 2028, 2029	Executive Team (ET) members Asset GMs
4. In consultation with First Nations stakeholders, support at least three external NAIDOC Week events each year, including Singleton, Clontarf and Stars local academies, and Latrobe City Council's NAIDOC celebrations.	First week in July 2027, 2028, 2029	RAP Executive Sponsor GM, Bayswater and Liddell GM, Loy Yang

Respect Pillar

Action

8. Promote understanding and protection of intangible cultural heritage values, knowledge, languages and place names.

Deliverable	Timeline	Responsibility
1. Partner with the Kurna Kardla (Fire) Team to create content/collateral promoting better understanding and use of cultural land management practices to our industry sector.	June 2027	Head of Gas Assets
2. Develop guidelines to support the respectful use of local First Nations languages for place naming, and the incorporation of artwork and storytelling in site infrastructure to strengthen cultural recognition and promote positive race relations.	June 2027	GM, Bayswater and Liddell GM, Loy Yang
3. Identify Country names in collateral used for local community engagement.	June 2027 June 2028 June 2029	Community Engagement Managers

Action

9. Strengthen organisational capability in cultural heritage management and protection.

Deliverable	Timeline	Responsibility
1. Strengthen organisational capability in cultural heritage management and protection to support respectful, informed and consistent engagement with Traditional Custodians through: - targeted education on legal frameworks and evolving community and industry expectations; and - delivery of an enterprise cultural heritage management framework for effectively delivering cultural heritage responsibilities, engagements, and initiatives through application of clear protocols, defined roles and responsibilities.	June 2027 June 2028 June 2029	GM, Health Safety and Environment
2. Develop project-specific cultural heritage management measures (including Cultural Heritage Management Plans) for all new energy generation and firming projects unless otherwise agreed with relevant Traditional Custodian groups.	June 2027 June 2028 June 2029	GM, Health Safety and Environment GM, Power Development



Stars Foundation visit to Torrens Island,
Kurna Country, South Australia.



Opportunities

We seek to leverage our investment in the energy transition to enable opportunities and create shared value for First Nations people, communities, customers and suppliers. By supporting more accessible energy services, employment pathways and community partnerships, AGL aims to contribute to better social and economic outcomes for First Nations people. Through targeted employment pathways, skills development, investing in education programs, supplier engagement and collaboration with First Nations organisations, AGL aims to embed inclusion across its value chain. This approach supports self-determination and economic participation for First Nations peoples while enhancing AGL's resilience, capability and social licence.

Action

10. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
1. Continue to engage with First Nations employees to consult on the effectiveness of our recruitment, retention and professional development strategy.	June 2027 June 2028 June 2029	Chief People Officer
2. Review and update First Nations professional development and retention approach informed by the perspectives of our First Nations Employee Network (AGL Mob) and ensure all our First Nations employees have individual Professional Development Plans in place.	June 2027 June 2028 June 2029	Chief People Officer
3. Advertise job vacancies to effectively reach First Nations stakeholders. Partner with DreamJobz (and/or similar platforms) to advertise 100 job vacancies annually.	June 2027 June 2028 June 2029	Head of People Experience
4. Review People and Culture (P&C) and recruitment procedures and policies to remove barriers to First Nations participation in our workplace as part of regular policy review process.	June 2027 June 2028 June 2029	Head of People Experience
5. First Nations employees to be supported to take on management and senior level positions.	June 2027 June 2028 June 2029	Chief People Officer
6. Increase our current 0.9% representation of First Nations employees year-on-year, monitor and report recruitment and retention to RAP Executive SteerCo quarterly.	June 2027 June 2028 June 2029	RAP SteerCo Head of People Experience (for reporting framework)
7. Create an annual opportunity plan in consultation with business units to identify upcoming roles that could be suitable to First Nations candidates. Target Customer Solutions, Loy Yang and Bayswater initially (based on volume and census data).	June 2027 June 2028 June 2029	Head of People Experience Executive Team members
8. All First Nations applicants to be contacted by a member of AGL's Talent Solutions Team to provide feedback on their application, including for management and senior level positions.	June 2027 June 2028 June 2029	Head of People Experience
9. Incorporate targeted cultural safety questions for First Nations employees in our Employee Listening Surveys.	June 2027 June 2028 June 2029	Chief People Officer

Deliverable	Timeline	Responsibility
10. Allocate at least two dedicated places to First Nations candidates in AGL's Apprenticeship Program annual intake. Run a culturally led recruitment program for First Nations apprenticeship candidates with support of local First Nations community partners, complemented by job readiness support.	June 2027 June 2028 June 2029	Asset GMs
11. Provide First Nations traineeships for Liddell Ash Dam rehabilitation.	June 2027 June 2028 June 2029	GM, Site Transition

Supporting Wonnarua/Wanaruah People to create lasting economic opportunities on their Country

The Manuka Honey Project commenced in November 2023 with the first planting on Wonnarua/Wanaruah Country. The project is led by the Wonnarua Nation Aboriginal Corporation and focuses on creating long-term economic opportunities for Wonnarua/Wanaruah people. Since establishment, site preparation, ongoing land management, irrigation and maintenance have created employment and supported skill development for Wonnarua/Wanaruah community members, building practical experience in plantation management, environmental care, and project delivery.

A key enabler of the project has been AGL's partnership and investment. AGL has committed \$600,000 in seed funding over three years (2023–2026), along with additional financial support to accelerate project readiness and long-term viability. Beyond funding, AGL has provided approximately 15 hectares of AGL land south of Lake Plashett for the plantation, ensuring the project has a secure and suitable base for growth.

AGL has also contributed significant in-kind expertise, including engineering design for the irrigation system, support through development approval processes, and guidance on commercial structuring. This combination of land access, funding, and technical capability supports Wonnarua Nation Aboriginal Corporation's capacity building to ultimately deliver a scalable, sustainable enterprise.

In March 2026, the first bees were introduced to the site, marking a key milestone in the transition from establishment to production. This step prepares the plantation for its first honey harvest, planned for September 2026, with quality testing to guide future production pathways.

The long-term goal is to produce manuka-grade honey that generates an income stream, supporting future Wonnarua/Wanaruah led projects, creating ongoing employment, and strengthening economic self-determination and capability for Wonnarua/Wanaruah people.

Image: Matthew Currie, Chief Operations & Construction Officer planting Manuka Honey trees with Wonnarua Nation Aboriginal Corporation team, Wonnarua Country, New South Wales.



Opportunities Pillar

Action

11. Increase First Nations supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
1. Review and update AGL's First Nations Procurement Strategy annually.	December 2026 December 2027 December 2028	GM, Procurement and Property
2. Achieve \$18 million in First Nations procurement spend in FY27 and 5% year-on-year increase for FY28 and FY29.	June 2027 June 2028 June 2029	GM, Procurement and Property
3. Establish First Nations participation requirements for site closure and rehabilitation contracts greater than \$10 million.	June 2027 June 2028 June 2029	GM, Site Transition
4. Periodically review procurement templates and sourcing practices to identify and remove unintended barriers to engaging First Nations suppliers.	June 2027 June 2028 June 2029	GM, Procurement and Property
5. Investigate Supply Nation membership and/or other suitable organisations.	June 2027	GM, Procurement and Property
6. Provide targeted guidance and training to procurement practitioners with direct responsibility for engaging with First Nations suppliers.	June 2027 June 2028 June 2029	GM, Procurement and Property
7. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2027 June 2028 June 2029	GM, Procurement and Property
8. Build on FY26 baseline of 60 commercial relationships with First Nations businesses, where commercial interests align.	June 2027 June 2028 June 2029	GM, Procurement and Property
9. Review and mature the end-to-end First Nations procurement lifecycle to strengthen engagement with existing and potential First Nations suppliers, across both AGL's directly engaged suppliers (Tier 1) and the indirect supply base (Tier 2).	June 2027	GM, Procurement and Property
10. Track number of First Nations participants in all market engagement activities to better understand First Nations supply chain capabilities and challenges.	June 2027 June 2028 June 2029	GM, Procurement and Property

Action

12. Support our First Nations customers.

Deliverable	Timeline	Responsibility
1. Partner with First Nations organisations to improve energy literacy and accessibility of our products and services for First Nations customers.	January 2028	GM, Customer Operations Head of Dispute Resolution
2. Pilot a dedicated First Nations customer direct phone line.	June 2027	GM, Customer Operations Head of Dispute Resolution
3. Undertake a review to improve our understanding of First Nations customers including those living in remote communities.	June 2027	GM, Customer Operations Head of Dispute Resolution
4. Advocate to consumer bodies in the energy sector (retailer, network, distributor) to establish a roundtable to listen and work with First Nations community leaders to identify gaps, barriers and opportunities for First Nations customers.	June 2027	GM, Customer Operations Head of Dispute Resolution
5. Incorporate First Nations customers as a focus area of AGL's Customers Experiencing Vulnerability (CeV) Strategy, ensuring continued prioritisation and commitment to improving outcomes for customers.	June 2027	GM, Customer Operations Head of Dispute Resolution

Cultivating Skills and Care for Country at Loy Yang

AGL Loy Yang partnered with GLaWAC and Habitat Creations on an innovative Seed Collection Program that combines ecological restoration with cultural engagement, First Nations employment and skills development.

The program focuses on harvesting native seeds from remnant vegetation and key areas across the Loy Yang site while creating valuable upskilling opportunities for the local First Nations community. By sourcing seeds locally, we're laying the foundation for future rehabilitation projects and strengthening connections with Traditional Custodians.

The program provides paid, on Country work for Gunaikurnai staff, including site scoping, plant identification and native seed collection across the Loy Yang site. The partnership embeds First Nations expertise into land management activities and supports longer-term economic participation linked to rehabilitation works. This initiative reflects Loy Yang's commitment to sustainability and cultural collaboration, ensuring our rehabilitation goals go hand in hand with respect for Traditional Custodians and the local environment.

Opportunities Pillar

Action

13. Embed First Nations community benefits in the development stage of all new energy projects

Deliverable	Timeline	Responsibility
1. Implement First Nations participation requirements on all new energy generation and firming projects encompassing employment, contracting and training, and publicly disclose project-specific requirements and progress updates within 12 months of Final Investment Decision (FID).	June 2027 June 2028 June 2029	GM, Power Development
2. Deliver Regional and First Nations Development Plans for all new energy generation and firming projects. This includes strategies and resourcing tailored to each project to support First Nations participation.	June 2027 June 2028 June 2029	GM, Power Development
3. Develop First Nations benefit sharing guidance for renewable energy generation and firming projects including exploring opportunities for equity and/or revenue sharing in consultation with Traditional Custodian groups.	December 2026	GM, Power Development
4. Incorporate dedicated First Nations benefit sharing arrangements in consultation with Traditional Custodian groups for our new renewable energy generation and firming projects.	June 2027 June 2028 June 2029	GM, Power Development

Action

14. Support the inclusion of First Nations business at our Energy Hubs.

Deliverable	Timeline	Responsibility
1. Enable meaningful participation of First Nations businesses within AGL Energy Hubs, leveraging AGL's expertise, and providing targeted in-kind support to remove barriers, build capability and create sustainable pathways for economic participation and growth.	June 2027 June 2028 June 2029	GM, Energy Hubs

Action

15. Embed First Nations participation as a core component of construction project delivery across all new energy projects.

Deliverable	Timeline	Responsibility
1. Building sustainable First Nations employment pathways by: - Investing in structured readiness, pre-employment and traineeship programs aligned to construction workforce demand through project-based capability and workforce investment planning. - Partnering with local and regional employment, training and community-based organisations to deliver culturally informed, job-linked pathways that reflect local labour markets. - Supporting traineeship and learning-worker pathways, including opportunities for exposure to major construction projects and long-term careers in the energy sector.	June 2027 June 2028 June 2029	GM, Construction
2. Strengthening First Nations business capability and commercial readiness by: - Establishing and deploying capability investment mechanisms to support First Nations businesses to build systems, certifications, equipment, workforce capacity and governance required to participate in construction supply chains. - Designing capability uplift pathways for 'almost-ready' suppliers, ensuring businesses are supported to close their capability gaps rather than being screened out. - Working with contractors and procurement teams to right-size work packages and scopes, where possible, to better match First Nations business capacity.	June 2027 June 2028 June 2029	GM, Construction
3. Enabling First Nations procurement and tendering opportunities by: - Identifying and engaging with First Nations businesses during market engagement and expression of interest phases of projects. - Supporting contractors to meet First Nations procurement commitments through clear requirements, guidance and connection to First Nations business networks and registries.	June 2027 June 2028 June 2029	GM, Construction

Opportunities Pillar

Action

16. Dedicate an investment pillar in our Social Impact Framework to First Nations empowerment.

Deliverable	Timeline	Responsibility
1. Allocate a portion of our annual social impact investment to First Nations education programs including partnerships with Clontarf Foundation, Stars Foundation, Deadly Coders and National Aboriginal Sporting Chance Academy.	June 2027 June 2028 June 2029	Head of Social Impact

Action

17. Enable opportunities for our First Nations employees to connect and share their experiences, perspectives and aspirations with each other and the RAP Executive SteerCo.

Deliverable	Timeline	Responsibility
1. Support an annual face-to-face gathering of our First Nations Employee Network (AGL Mob) with the Chief People Officer, Chief Operations and Construction Officer and the RAP Executive Sponsor attending to seek feedback on their experiences at AGL to inform future people strategies and policies.	September 2026 September 2027 September 2028	Head of Social Impact
2. Embed and enhance support for First Nations Employee Networks at Loy Yang and Bayswater (Loy Yang and Bayswater Mobs) to create regular yarning opportunities and create culturally safe pathways for new First Nations employees to connect with the AGL Mob through onboarding information and meet and greets.	June 2027 June 2028 June 2029	GM, Bayswater and Liddell GM, Loy Yang

Governance

Action

18. Establish and maintain an effective RAP Executive SteerCo to drive governance of the RAP.

Deliverable	Timeline	Responsibility
1. Maintain First Nations representation on the RAP Executive SteerCo.	June 2027, 2028, 2029	RAP Executive Sponsor
2. Review and update the RAP Executive SteerCo Charter and Terms of Reference for all groups contributing to AGL's RAP Governance Framework.	August 2026	RAP Executive Sponsor
3. Meet at least four times per year to drive and monitor RAP implementation.	February 2027, 2028, 2029 May 2027, 2028, 2029 July – August 2026, 2027, 2028 October – November 2026, 2027, 2028	RAP Executive Sponsor

Action

19. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
1. Embed resource needs for RAP implementation.	June 2027, 2028, 2029	RAP Executive Sponsor
2. Embed key RAP actions in performance expectations of senior management and all staff.	June 2027, 2028, 2029	Chief People Officer
3. Embed appropriate systems and capability to track, measure and report on RAP commitments.	December 2026	RAP Executive Sponsor
4. Maintain an internal RAP Champion from senior management.	June 2027, 2028, 2029	Chief Executive Officer
5. Include our RAP as a standing agenda item at senior management meetings.	June 2027, 2028, 2029	RAP Executive Sponsor

Action

20. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
1. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2027, 2028, 2029	Head of Social Impact
2. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Head of Social Impact
3. Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.	March and August 2027, 2028, 2029	Head of Social Impact
4. Share RAP progress with employees and senior leaders bi-annually through our internal platforms Source and Viva Engage.	May and November 2027, 2028, 2029	Head of Social Impact
5. Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	October 2027, 2028, 2029	Head of Social Impact
6. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2028	P&C Culture Lead
7. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2029	Head of Social Impact

Action

21. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
1. Register via Reconciliation Australia's website to begin developing our next RAP.	January 2029	Head of Social Impact



agl.com.au

**Contact details for public
enquiries about our RAP**

Name: Armineh Mardirossian

Position: Head of Social Impact

Phone: 0498 001 497

Email: amardirossian@agl.com.au