



# REFLECT

## Reconciliation Action Plan

October 2024 – April 2026



RECONCILIATION  
ACTION PLAN

REFLECT

**clean**©  
queensland

# Acknowledgment of Country

CleanCo respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians. We recognise their cultures, histories and diversity, and their continuing connection to the lands, waters and seas of Australia and the Torres Strait.

We acknowledge the Traditional Custodians and Traditional Owners of the many lands where we meet, work, learn and connect. We pay our respects to all Elders past, present and emerging.

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# From our CEO

I am proud to present CleanCo Queensland's Reflect Reconciliation Action Plan (RAP), setting out our commitment to reconciliation. It expands on our existing connections with First Nations stakeholders and new relationships we are building as we grow our portfolio through renewable projects across Queensland.

For us, reconciliation is demonstrating respect to First Nations communities and their deep spiritual connection to Country. It's about building relationships and creating opportunities that support equitable social and economic outcomes. By doing this, we hope to provide increased opportunities for First Nations individuals and communities where our operations are located to promote increased employment and professional development opportunities.

CleanCo is in the business of creating a cleaner, brighter future for all Queenslanders. The opportunities presented by the energy transformation are far-reaching and will be long-lasting. We are committed to working with communities to carve a path through the transformation that fosters understanding and inclusivity, creating a sustainable and prosperous future for all.

Our RAP reflects our organisation's collective commitment to embed reconciliation principles across all aspects of our business. It reflects our values of being genuine, collaborative, curious and courageous in how we operate our business, and in how we come together as a team. We are just starting out on our reconciliation journey, but our intention is genuine. We are humbled as we take this first step knowing that our journey will not end but evolve over time.

We are enthusiastic and committed to contributing to meaningful change and benefits for First Nations peoples. I look forward to delivering on our RAP commitments and witnessing our organisation mature culturally and grow in capability, united by our vision for reconciliation.



**TOM METCALFE**  
**CHIEF EXECUTIVE OFFICER**  
**CLEANCO QUEENSLAND**

# Statement from CEO of Reconciliation Australia

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

CleanCo joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

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 CleanCo 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 CleanCo, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**KAREN MUNDINE**  
**CHIEF EXECUTIVE OFFICER**  
**RECONCILIATION AUSTRALIA**

# Our business

CleanCo is a publicly owned energy clean company established by the Queensland Government in December 2018. We are focused on delivering clean energy solutions that will help Queensland businesses and communities to decarbonise and thrive in a net zero future.

Our customers are a cross-section of Queensland's thriving economy, each with various challenges and opportunities ahead in their journey to net zero. CleanCo aspires to be more than an energy provider on these journeys – we seek to partner with our customers to make the task of decarbonising an opportunity for enhanced competitiveness on the local and global stages for some of Queensland's largest and most influential employers.

CleanCo is the custodian of some of Queensland's most flexible low and no-emissions energy generators. These valuable assets provide the foundation on which we are building our portfolio of renewable energy generation and storage facilities to meet the growing energy needs of our current and future customers. Our ambition is to have 5GW of renewable energy projects under construction or in operation by 2030.

## Assets and geographic reach

CleanCo has a corporate office in Brisbane and our energy assets are geographically dispersed across Queensland. Currently, we own and operate two run-of-river hydros in far north Queensland, and a pumped hydro and gas power station in southeast Queensland. This portfolio of low and no-emissions energy assets means CleanCo is uniquely positioned in Queensland to 'firm' variable renewable energy with clean energy.

Our owned and operated portfolio is bolstered with a number of offtake agreements in place for energy generated by wind and solar farms in regional Queensland.

In line with our growth ambitions, CleanCo is investing in a pipeline of new renewable projects, including the Moah Creek Wind Farm in central Queensland and various clean energy technologies at the Swanbank Clean Energy Hub.

CleanCo's current energy assets are identified in Figure 1.

## Our people

At CleanCo, we are focused on investing in our people and building a diverse and connected community. We have developed a People Strategy to guide this work and are in early stages of development of our approach to Diversity, Equity, Inclusion and Belonging (DEIB).

As of 31 August 2024, CleanCo has 273 people employed across its corporate office and operational sites, a population that has grown by 20% in the past calendar year. Of these 273 employees, only five identify as being of Aboriginal and/or Torres Strait Islander peoples, representing 1.8 % of our current total workforce.

While Aboriginal and/or Torres Strait Islander peoples make up 3.2% of the Australian population, according to the 2021 Census of Population and Housing, Queensland is higher at 4.6% across the State. The communities in which CleanCo operate generally have a higher proportion of First Nations people. In this context, the representation of Aboriginal and/or Torres Strait Islander employees at CleanCo needs to undergo significant improvement before it more closely reflects and includes the populations and voices of the local communities on whose lands and waters we conduct our operations. CleanCo intends to engage with Traditional Owners and First Nations people who have historical and contemporary association in a community.

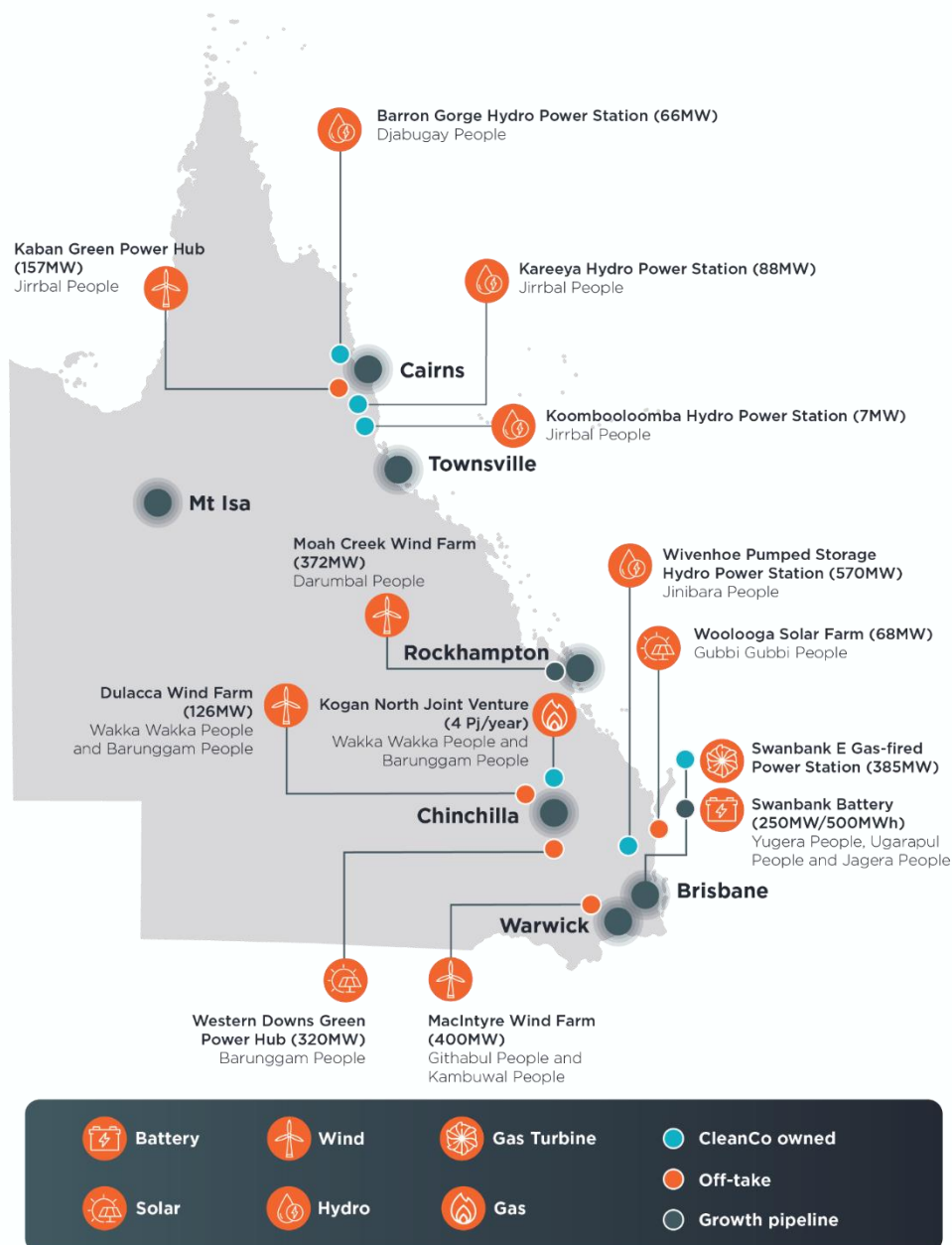
As mentioned, CleanCo's aim is to support renewable energy projects capable of generating 5GW under construction or in operation by 2030, with a majority of this owned directly by CleanCo. This will require us to undergo continued significant and rapid

growth in the next six years in terms of our workforce, physical assets and energy generation capability. This ambition will also require us to build genuine, mutually respectful, resilient relationships with the communities in which we operate and with Traditional Owners and First Nations people who have historical and contemporary association.

In order to do this, we believe CleanCo needs to become both more representative of these communities in the makeup of our workforce and more culturally aware and capable of

delivering on our commitment to collective community decision making, equity, and better economic outcomes for Aboriginal and Torres Strait Islander peoples. We aim to do this by increasing Aboriginal and Torres Strait Islander representation, voice and inclusion in our workforce and work activities and building cultural awareness and agility across all parts of our CleanCo community. This provides CleanCo with a unique opportunity to develop a RAP that will guide us through this period of significant growth.

Figure 1 CleanCo's current generation and storage assets



# Our RAP

In developing this RAP, CleanCo is formally embarking on our reconciliation journey. Since our inception in 2018, we commenced engaging with the Traditional Owners of our host communities, however, we recognise the need to interrogate, refine and formalise these existing processes to ensure they are appropriate and consistently implemented. It is also our goal to identify any potential new opportunities for expanding engagement and collaboration with First Nations people, including with employees and suppliers, and developing policy frameworks to implement actions. In accordance with the Queensland Procurement Policy (Buy Queensland 2023), we adopt a local benefits approach to all procurement. Keeping procurement local is important to us and we will continue to drive the use of procurement to invest locally to the greatest practicable extent by taking a local benefits approach to all procurement to support local workforces. CleanCo recognises that reconciliation is everyone's responsibility and will continue to work with stakeholders to better understand how we can mature and enhance our procurement practices, in line with our commitments in the RAP, to create economic opportunities for First Nations communities. CleanCo's RAP Champion is our Chief Executive Officer, Tom Metcalfe.

Committing to this Reflect RAP will enable CleanCo to crystallise our vision for reconciliation, scope and develop relationships with First Nations stakeholders, explore our sphere of influence and identify meaningful and mutually beneficial actions. A Working Group will develop the RAP, and an external First Nations adviser (from Regional Economic Solutions) will provide strategic advice to help ensure we are developing effective and realistic steps to progress reconciliation in a sustainable manner. The RAP Working Group that developed this RAP includes:

- Julie Whitcombe – General Manager Strategy and Development, Working Group Executive Representative

- Simona Trimarchi – Sustainability Manager, Working Group Chair
- Darryl Myers – Program Manager Swanbank Clean Energy Hub
- Kelly O'Hanlon – Organisational Capability Manager
- Herman Porter – Site Manager Wivenhoe
- Trevor Turner – Site Manager Swanbank Power Station
- Erin Oram – Communications and Media Specialist
- Natasha Shaw – Community Engagement Manager
- Brad Cathcart – Strategic Sourcing and Procurement Manager
- Sonia Mortimer- Senior Legal Counsel
- Nina Sers – Operations Improvement Lead.

Additional staff with responsibilities for implementation of the RAP:

- Tom Metcalfe – Chief Executive Officer.
- Cristal Lau – Community Performance Specialist
- Dan Ribu – Procurement Category Lead.
- Melanie Blowes – People and Culture Operations Manager
- Brendon Punch – Employment Relations Manager.

The implementation of the RAP will be overseen by the RAP Working Group, with oversight by the Executive Leadership Team and regular reporting of progress to our Board's People, Health, Safety and Environment Committee. Actions in the RAP will be assigned to specific positions in the business and resources allocated as part of the annual budget cycle.

## Partnerships and current activities

To date, our reconciliation activities have primarily been in relation to Traditional Owner engagement on our energy generation

operations and developments. This has enabled CleanCo to establish relationships with Traditional Owners in our host communities upon which we can build future partnerships, strategies, and activities.

Most recently, CleanCo has worked with the Djabugay people on cultural heritage monitoring of the Kuranda Weir rehabilitation project following Cyclone Jasper. We have also undertaken specific engagement with First Nations stakeholders as part of the co-design for the Swanbank Clean Energy Hub and worked together on identifying future partnership and networking opportunities. Other engagement activities undertaken with First Nations people include:

- The CleanCo Board meeting with the Djabugay Board
- A Swanbank site tour and lunch with Purga Elders
- Initial engagement with the Board of Jinibara around a project at Wivenhoe and environmental management of Country.
- Hosting Jinibara Elders on Country at Wivenhoe to discuss the development of a site wide Cultural Heritage agreement and partnerships framework
- Providing letters of support for federal grant applications for the Jirrbal to expand their Ranger program and the Djabugay to build financial and governance capabilities in their organisation
- Participating in regular meetings with the Ipswich Aboriginal and Torres Strait Islander teams from The Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts and the First Nations Community Development and Cultural Heritage Teams from Ipswich City Council regarding the development of a First Nations Framework for the Swanbank Clean Energy Hub
- Hosting the Murri Interagency, an Ipswich City Council First Nations event at the Swanbank site.

At CleanCo, each Board meeting and whole of staff meeting begins with an Acknowledgement of Country as our standard practice. A two-day, immersive program, 'Building on the Strengths of Our Stories' has been co-designed and delivered by our external First Nations adviser (from Regional Economic Solutions). This focuses on the Strengths of First Nations people, some 60,000 years, and in parallel, provides insights into our contact histories through unpacking the intent of Queensland's legislation specifically designed for First Nation people (evidenced through the State's archival records).

Understanding the intent of the State's legislation and the sharing of personal stories, helps to understand impact and ongoing consequences for First Nations peoples. This program has been undertaken by our Executive Leadership Team, some Board members and a cross section of our strategy and development managers and team. Additional training for the Board and other team members is scheduled for the future.

Our approach to Diversity, Equity, Inclusion and Belonging (DEIB) is in the early stages of development, with an initial set of draft materials and program of activities and training underway. These identify Aboriginal and Torres Strait Islander peoples as a particular focus. An initial DEIB strategy and roadmap of initiatives, including objectives for First Nations engagement developed in partnership with external advisors, will be finalised in FY2025. The development of the strategy will be done with consideration of the principles in the RAP to ensure alignment with identified initiatives.

A dedicated First Nations Specialist role is being developed for appointment in FY2025 and will assist CleanCo to assess and enhance our internal corporate systems, practices, processes and capabilities so we can better deliver on our commitment to inclusion, equity, and better economic outcomes for Aboriginal and Torres Strait Islander peoples. This role will provide advice and guidance to help us design and implement processes and systems and engage with our people and partners

internally and externally to shape our approach.

From a procurement perspective, to date, CleanCo has supported Supply Nation First Nations businesses for graphic design services and promotional merchandise. CleanCo has also engaged Traditional Owners to provide Welcome to Country ceremonies and First Nations artists have been commissioned to develop artwork and murals for our Swanbank site. For the Swanbank Masterplan, a First Nations Videographer was employed to document the event.

Modest sponsorship of First Nations projects and activities is primarily undertaken through our Communities Futures Fund and First Nations Futures Fund. Some activities we have sponsored across our host communities include:

- Wabubadda Aboriginal Corporation to undertake cultural mapping on Jirrbal country
- Pryce Centre's Barefoot Ballet program designed for young Aboriginal and Torres Strait Islander students and guided by local First Nations Storytellers in Far North Queensland. The program blends First Nations storytelling with the foundational principles of classical ballet
- Djabugay Native Title Celebration at Kuranda

Purchase of a parachute for children's play for Goodna Kindergarten.

CleanCo has also supported the following activities with First Nations stakeholders, which has strengthened awareness and uplift in our own CleanCo team:

- A "Calling to Country" undertaken by Djabugay Aboriginal Corporations
- Attending the Murri Interagency (West Moreton) and Black Coffee events in Ipswich
- Attending the Ipswich City Council First Nations Industry Yarning Forum
- Commissioning an archaeologist to undertake a cultural values landscape desktop survey to identify 'next steps' for CleanCo. A high-level summary was shared with the Swanbank Co-design Panel, the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Community and the Arts, and Indigenous Officers at Ipswich City Council.

CleanCo acknowledges and celebrates the National Aborigines and Islanders Day Observance Ceremony (NAIDOC) Week and National Reconciliation Week. We have been present at Ipswich City Council's NAIDOC event with a pop-up stall and were invited to participate in the Goodna State School NAIDOC celebrations.



## Relationships

#	Action	Deliverable	Timeline	Responsibility
1.	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2024	Community Performance Manager
		Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	Community Performance Manager
		Investigate a First Nations Partnership for Swanbank, building on engagement undertaken to date.	April 2025	Community Performance Specialist
2.	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Communications Officer
		Ensure RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2025	Sustainability Manager
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2025	Chief Executive Officer
3.	Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	October 2024	Chief Executive Officer
		Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2024	Community Performance Manager
		Identify RA and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	November 2024	Senior Legal Counsel
4.	Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	January 2025	Employment Relations Manager
		Conduct a review of policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	Employment Relations Manager

## Respect

#	Action	Deliverable	Timeline	Responsibility
5.	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. Consider the “Building on the strengths of our stories” immersive program in this process.	July 2025	Community Performance Manager
		Conduct a review of cultural learning needs within our organisation.	December 2025	Sustainability Manager
		Purchase or commission Aboriginal and Torres Strait Islander artworks for CleanCo’s new Corporate Office.	April 2025	Communications & Media Specialist
6.	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	February 2025	Community Performance Specialist Sustainability Manager
		Include histories of the local area from a pre-contact perspective and legislative impact through engagement with Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA). This information is intended to be included in site inductions to enhance our engagement knowledge.	May 2025	Community Performance Specialist
		Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2025	Sustainability Manager
7.	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Community Performance Manager
		Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Community Performance Manager
		RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Program Manager – Swanbank Clean Energy Hub

## Opportunities

#	Action	Deliverable	Timeline	Responsibility
8.	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2025	P&C Operations Manager
		Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	P&C Operations Manager
9.	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2024	Strategic Sourcing and Procurement Manager
		Identify opportunities to purchase from First Nation businesses.	March 2025	Strategic Sourcing and Procurement Manager
		Develop a list of Aboriginal and Torres Strait Islander suppliers.	October 2024	Strategic Sourcing and Procurement Manager
		Investigate First Nations businesses in our host communities/regions which could provide land management support.	March 2025	Procurement Category Lead
		Investigate membership and / or sponsorship to the Queensland Indigenous Business Network (QIBN) and Murri Chambers of Commerce.	November 2024	Strategic Sourcing and Procurement Manager
		Refer to Supply Nation where applicable for potential suppliers as part of the procurement process and promote suppliers to relevant stakeholders.	November 2024	Strategic Sourcing and Procurement Manager

## Governance

#	Action	Deliverable	Timeline	Responsibility
10.	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	October 2024	GM Strategy & Development
		Draft a Terms of Reference for the RWG.	October 2024	Senior Legal Counsel
		Establish Aboriginal and Torres Strait Islander representation on the RWG.	November 2024	Sustainability Manager
11.	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2024	GM Strategy & Development
		Engage senior leaders in the delivery of RAP commitments.	November 2024	Sustainability Manager
		Appoint a senior leader to champion our RAP internally and externally.	October 2024	GM Strategy & Development
		Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2024	Operations Improvement Lead
12.	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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, annually	Sustainability Manager
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	Sustainability Manager
		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Sustainability Manager
13.	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	January 2026	Sustainability Manager

## Contact details

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