

windlab

# Reflect Reconciliation Action Plan

June 2023 – June 2024





# Acknowledgement of Country

This Reconciliation Action Plan (RAP) was developed on the lands of the Jagera and Turrbul Peoples, the Gadigal People of the Eora Nation, the Ngunnawal People, the Barada Kabalbara Yetimarala Peoples, and the Whadjuk People of the Noongar Nation.

Windlab acknowledges the Traditional Owners of Country throughout Australia, and their deep and enduring connections to land, sea and community. We pay our respects to First Nations Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander Peoples, everywhere.

Since Colonisation in 1788, Australia as a nation has benefited from the dispossession of Aboriginal and Torres Strait Islander Peoples. In spite of this, First Nations sovereignty has never been ceded.

**This always was,  
and always will be,  
Aboriginal land.**

Today, we must choose to tell the truth about our shared history. Only then can we reconcile the past, and move forward together as a united, fair and just Nation.





# About the artists

## Louise Murray

Originating from Balranald, New South Wales, Louise Murray was born to a Nari Nari and Jita Jita father and Barkindji mother.

Living most of her life in Balranald, Louise's family would move from time to time but always come back home.

A natural at her craft, Louise remembers being captivated by painting and other art mediums from an early age. Creating

paintings for more than 15 years, Louise explains her process; "When I get an idea in my head I draw it then try and put it to canvas with a story."

Now a busy mum of four children, Louise loves when her kids sit to watch her paint and learn from what she does. Louise wants to teach her children everything about Aboriginal culture and hopes that one day they can show their culture by painting too.



## Vanessa Gertz

One of seven children, Vanessa Gertz (Goonja Goonja) was born on Mbabaram land to a Ngadjonji mother and Gugu Bahdun father.

Interested in art from an early age, her practice pairs traditional elements of Aboriginal art with more contemporary uses of colour and technique.

As a young First Nations artist, Vanessa's work takes on many forms as she draws from her cultural ancestors, her instincts, dreams and experiences.

Pushing the boundaries of conventional art, Vanessa's work can not only be found on canvases but also adorning walls, shirts, rocks and even shells.





# Message from the Chief Executive Officer

This document represents a significant step forward in Windlab's journey towards building positive, resilient, and long-term relationships with First Nations communities across Australia.

As a renewable energy company our activities are inextricably linked to land. The Traditional Owners of the lands on which our renewable energy projects are located, and the regional communities that support our activities are at the heart of what we do.

The clean energy transition is a priority focus at all levels of government in Australia. We see an enormous opportunity for the 'Renewable Generation' to support First Nations Peoples to achieve at their full potential through employment, procurement, and business engagement in the sector.

Windlab's priority is to build respectful, trusting, and mutually beneficial partnerships with First Nations communities across Australia, support opportunities for Traditional Owners to participate in the development of Windlab's projects, and demonstrate respect for First Nations culture, knowledge and agency in everything we do. In this way, Windlab aims to support First Nations people to shape the direction of renewable energy developments on Country and across Australia.

The pillars of relationships, opportunities and respect constitute a 'Reflect' RAP. Our plan will guide the implementation of cultural learning and development, support inclusive recruitment and employment frameworks, and ensure First Nations experiences and perspectives are considered across the project life cycle and in all areas of our business.

Windlab's RAP is our opportunity to use our renewable energy projects to elevate First Nations voices, promote active land management and environmental protection by Traditional Owners incorporating First Nations knowledge and techniques, and partner to deliver meaningful employment, education, and enterprise outcomes for Aboriginal and Torres Strait Islander Peoples.

While Windlab's RAP is an important first step in our company's reconciliation journey, we know there is much more to do to address the broader systemic causes of injustice and inequality faced by First Nations Australians today. We are motivated by the opportunity to work with First Nations communities and do our part to overcome these significant challenges, together.



**John Martin**  
Chief Executive Officer





# Our vision for reconciliation

Windlab will be a renewable energy company where First Nations culture, insight and knowledge is respected and celebrated through all stages and areas of project delivery, and where Aboriginal and Torres Strait Islander perspectives are central to our organisation's growth, learning and development.

Windlab acknowledges the wisdom, value, strength, and resilience of First Nations Australians and understands reconciliation is a shared process; something to which all our people contribute to build a truly respectful and inclusive environment.

## Our RAP will contribute to Windlab's strong future by:

- Supporting increased participation of First Nations Peoples in all roles across our business.
- Informing the development and implementation of bespoke, culturally appropriate engagement initiatives with First Nations communities.
- Building a more culturally safe, informed and respectful organisation.
- Driving greater understanding, innovation and new thinking for more equitable and sustainable project outcomes.

Our long-term vision for reconciliation is to be a company within which First Nations Excellence is a core pillar of business. This will be characterised by a culturally inclusive environment within which Aboriginal and Torres Strait Islander employees can reach their full potential with true agency over their career aspirations; innovative, leading-practice Traditional Owner partnerships that support sustainable outcomes for First Nations Cultural Heritage and the environment; and long-term prosperity for the First Nations communities with which we work.





# About Windlab

We are the Renewable Generation.



Windlab is the 100% Australian, global renewable energy company championing the nation's clean energy transition. We exist to go big on renewables.

Fully-integrated across the entire renewable energy value chain, Windlab uses world-leading science and its globally-recognised expertise to find, construct and operate Australia's top-performing renewable energy projects. Windlab directly employs about 120 people and is headquartered in Canberra with offices in Sydney, Melbourne, Brisbane, Townsville, Ararat, and Hughenden.

With almost 24GW currently in development or under construction, and our sights set on our five-year 10GW plan, Windlab has the science, skills and the backing required to deliver our ambitious pipeline and **make fossil fuels a thing of the past.**

As part of our RAP, Windlab is working to build respectful and culturally appropriate ways to understand the number of Aboriginal and Torres Strait Islander staff employed by our organisation and across our projects. This is part of our commitment to increasing meaningful opportunities for First Nations Peoples to engage with and build their careers within our business.



Our organisational culture is central to our success, and our pillars of character drive everything we do:

## Speak up.

Make a difference. The biggest challenge humanity faces need big brains, big voices, and fresh perspectives.

## Prove it.

Science and business do not progress on assumptions. The problems we are solving deserve robust justification.

## Respect expertise.

Listen and learn, always. Ability trumps hierarchy. Share smarts and contribute value.

## Collaborate.

Our skills mix is our superpower. Democratise knowledge, multiply capacity.



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Gugu Badhun People consider the environment to be very closely aligned with our Cultural Heritage and the ILUA with Windlab provides for robust environmental provisions and the sharing of information which is critical for Gugu Badhun People to be informed about what is happening on our Country.

Gugu Badhun People's Cultural Heritage was forefront of negotiations and early on a comprehensive Aboriginal Cultural Heritage Management Agreement was negotiated which provides for surveys, monitoring and mitigation measures to best protect Gugu Badhun People's Cultural Heritage.

The agreement also sets out a strong framework for Gugu Badhun People to be involved in the project through employment, contracting and then on an ongoing basis through cadetships so that Gugu Badhun People have opportunities into the future to shape the direction of renewable energy developments on Country.

**Gugu Badhun Aboriginal  
Corporation RNTBC**

## Our commitment to First Nations partnerships

Windlab is committed to recognising the unique place that Australia's First Nations Peoples and cultures hold in the Australian landscape.

In line with the sentiment of the Uluru Statement from the Heart, this commitment is backed by a real investment in initiatives that empower Traditional Owners to take their rightful place in their own Country.

A recent example includes the 2022 landmark Indigenous Land Use Agreement (ILUA) between Windlab's Gawara Baya Wind Farm in north Queensland and Native Title holders the Gugu Badhun People. The ILUA will see First Nations stewardship at the fore of the project's environmental management strategy.

The Gugu Badhun-Windlab ILUA is the culmination of almost three years' collaborative work and will support the delivery of meaningful environmental protection, employment, education and enterprise outcomes for the region's Traditional Owners. The Gugu Badhun people will remain strategic partners for the full, 35-year-plus life span of the project. The Gugu Badhun People also officially named the project in language, meaning 'Wind Song.'

Located on a cattle property near the rural locality of Mount Fox in north Queensland, the 400MW wind energy project will have the capacity to provide clean energy for up to 240,000 Australian homes, and will eliminate more than 1.2 million tonnes of carbon from Australia's energy generation profile every year.



# Reconciliation Action Plan Governance

Windlab’s RAP is collaboratively led by the RAP Working Group, with oversight by majority owner Tattarang’s First Nations People and Culture Manager.

Windlab’s General Manager Construction has been appointed as Chair of the RAP Working Group and Champion of RAP initiatives within Windlab’s Executive Committee. The RAP Working Group Chair will be actively involved in the progression of current and future RAPs.

The RAP working group was established in July 2022, reporting to the RAP Working Group Chair, who reports in to the Executive Committee on progress and resourcing requirements. Windlab staff with relevant skills, experience, knowledge, and responsibilities have been appointed to the RAP Working group.

## Members of the Windlab RAP Working Group

General Manager, Construction

First Nations People and Culture Manager (Tattarang)

Director, Development New South Wales

Director, Procurement and Contracts

Director, Engineering

Operations Engineer

Manager, Economic Development

Manager, The Windscape Institute

Manager, Project Development

Associate, People and Culture

Community Engagement Officer



# 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 and across our NSW/QLD/SA projects.	August 2023	Director, NSW Developments and Project Development Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2023	Project Development Manager
2. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	August 2023	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2023	Director, NSW Developments
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2023	Director, Procurement and Contracts
3. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	September 2023	Associate, People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2023	Associate, People and Culture
4. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	General Manager, Construction
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024	CEO
	RAP Working Group members to participate in an external NRW event.	27 May 2024 – 3 June 2024	General Manager, Construction

# 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.	Conduct a review of cultural learning needs within our organisation.	September 2023	Project Development Manager
	Develop a formal cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2023	Director, NSW Developments
6. Build relationships through celebrating National Reconciliation Week (NRW).	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	September 2023	Community Engagement Officer
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023	Community Engagement Officer
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 2024	Operations Engineer
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Operations Engineer
	RAP Working Group to participate in an external NAIDOC Week event.	July 2024	Operations Engineer



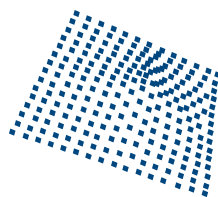
# Opportunities

Action	Deliverable	Timeline	Responsibility
8. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Research effective procurement strategies in similar organisations to understand best practise for our future First Nations procurement strategy.	December 2023	Director, Procurement and Contracts
	Maintain Supply Nation membership.	July 2024	Director, Procurement and Contracts
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Research effective employment and retention strategies in similar organisations to understand best practice for our future employment and retention strategy.	December 2023	Associate, People and Culture
	Develop a formal strategy for Aboriginal and Torres Strait Islander employment within our organisation.	March 2024	Associate, People and Culture

# Governance

Action	Deliverable	Timeline	Responsibility
10. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2023	Manager, The WindScape Institute
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2023	Manager, The WindScape Institute
	Continue to engage senior leaders in the delivery of RAP commitments.	January 2024	CEO
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain RWG to govern RAP implementation.	February 2024	General Manager, Construction
	Review and update Terms of Reference for the RWG.	February 2024	General Manager, Construction
	Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	February 2024	General Manager, Construction
12. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	General Manager Construction
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June annually	General Manager, Construction
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August annually	General Manager, Construction
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September annually	General Manager, Construction





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