

# Innovate Reconciliation Action Plan

May 2022 – May 2024



The CEFC acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, waters and culture. We pay our respects to their Elders — past, present and emerging.



## Our vision for reconciliation

The CEFC vision for reconciliation is one that ensures Aboriginal and Torres Strait Islander peoples have equal opportunities to participate in our transition to a net zero emissions economy, both as custodians of this land and as beneficiaries of a more sustainable future. As a specialist investor, we have a clear focus on the sustainability impact of our investments, so that they deliver benefits for generations to come. We appreciate that lowering emissions will benefit from an inclusive society that recognises the rich histories, cultures and contributions of Aboriginal and Torres Strait Islander peoples. We recognise that First Nations peoples have successfully cared for this land for many thousands of years.

We also understand that climate change is impacting all Australians, no matter where we live. In respecting and embracing the Traditional Custodians and Elders of Australia, we demonstrate our commitment to the continuation of the cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

# Message from the CEO

**On behalf of everyone at the CEFC, I am pleased to provide this update on our reconciliation journey, guided by the processes of the Reconciliation Action Plan (RAP).**

During 2020–21 we completed our inaugural Reflect RAP, which included embracing a number of activities to help strengthen our cultural awareness and engagement with Aboriginal and Torres Strait Islander peoples and stakeholders. We valued the counsel of our external RAP Advisory Committee in these endeavours.

Recognising our role as a specialist investor working on behalf of the Australian community, we were pleased to host the first roundtable between the First Nations Heritage Protection Alliance and the Responsible Investment Association Australasia, to facilitate discussion with institutional investors on the protection of Australia's First Nations heritage. We also developed and began implementing our First Nations Investment Screening Procedure, providing a strong foundation for the way we consider our investment decisions and engage with First Nations peoples on whose land we work.

In terms of our own operations, we maintained our commitment to Acknowledgement of Country recognition and presentations at meetings, complemented by the delivery of our inaugural First Nations Cultural Awareness staff training program, which achieved very strong participation, with in excess of 90 per cent of staff undertaking the training.

Despite the constraints of the pandemic, a highlight of the year was the opportunity to welcome Aboriginal Elder Brendan Kerin to conduct a traditional cleansing ceremony using sound at the opening of our refurbished Sydney premises, where the names of meeting rooms reflect the local language of the First Nations peoples of the Eora Nation, on whose land the building sits. We recognise that stronger cultural understanding and relationships with Aboriginal and Torres Strait Islander peoples is central to ensuring we are better informed in the decisions we make as a responsible investor, procurer, employer and industry leader. Our commitment to the RAP process has strengthened during the year and continues to have the enthusiastic support of our Board, Executive and staff. We welcome the opportunities created through the RAP to deepen our ties with Aboriginal and Torres Strait Islander peoples and make a positive contribution to national reconciliation.



**Ian Learmonth**  
Chief Executive Officer  
CEFC

# Message from Reconciliation Australia

## Reconciliation Australia commends the CEFC on the formal endorsement of its inaugural Innovate Reconciliation Action Plan.

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for the CEFC to expand its understanding of its core strengths and deepen its relationship with its community, staff and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, the CEFC will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The CEFC is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the readiness of the CEFC to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations CEFC on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# About the artwork

## Artwork

Creating a sustainable future

*Jordana Angus*

## Artwork Story

This artwork titled *Creating a sustainable future* by Wiradjuri artist, Jordana Angus, represents the CEFC's commitment to creating a more sustainable future for all Australians, by ensuring all communities have access to reliable, affordable and clean energy.

This is represented by the people symbols within the artwork accessing different sources of clean energy that the CEFC is investing in. These sources of clean energy are represented by four circular designs within the artwork — representing (from left to right) solar generation, wind generation, bioenergy and energy storage.

The artwork background is made up of symbols that represent the land, sky and water that Aboriginal and Torres Strait Islander peoples have successfully cared for, for many thousands of years.

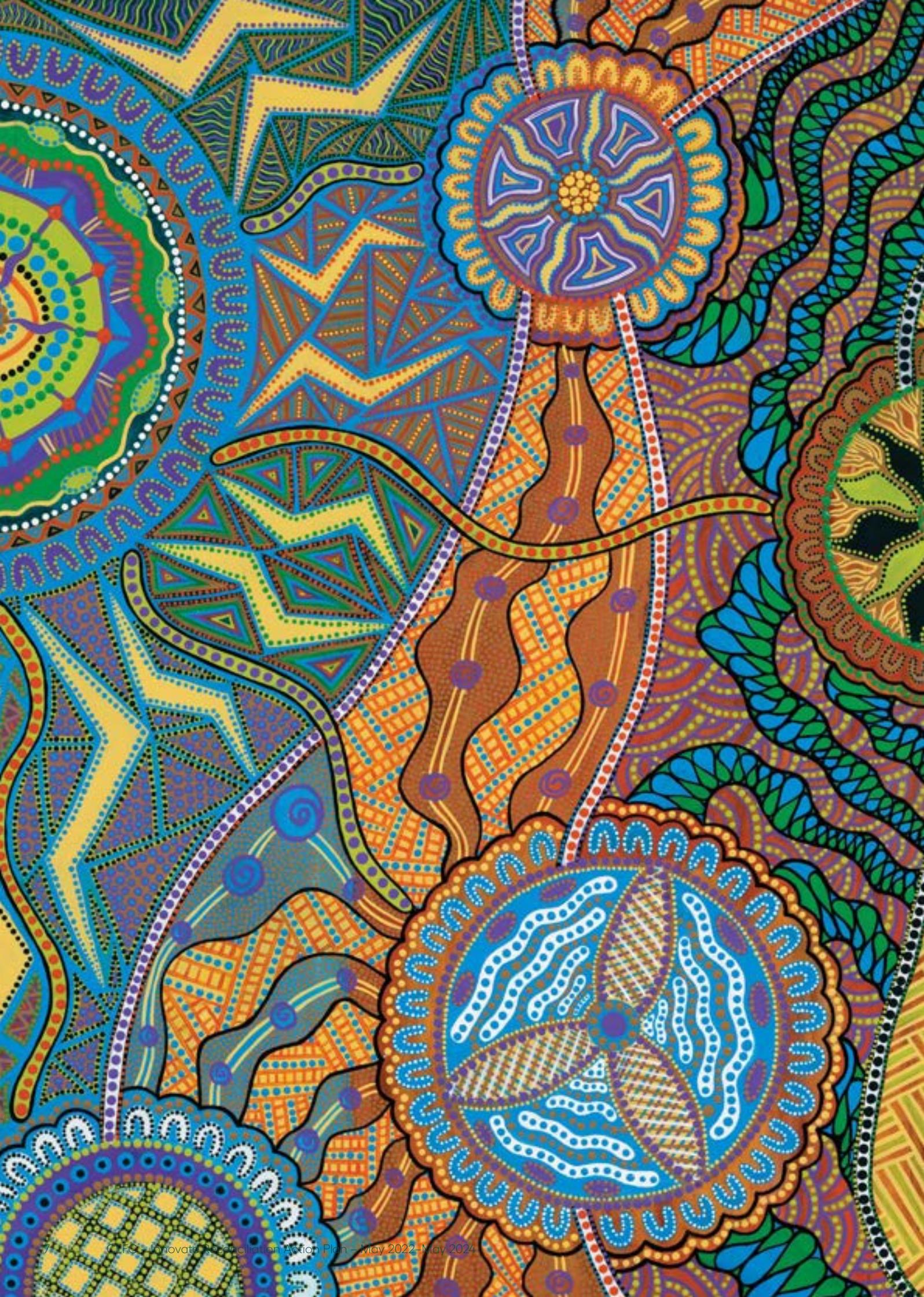
This element of the artwork acknowledges the contribution of Aboriginal and Torres Strait Islander peoples and recognises the need for an inclusive society to lower emissions for sustainable communities. By using symbols depicting the Indigenous landscape, the artwork represents the CEFC's support of the continuation of culture, and spiritual and educational practices of Aboriginal and Torres Strait Islander people.

The CEFC is represented by a circular design in the top right corner of the artwork, representing the CEFC as drivers of innovation, forward thinking and a catalyst for change. The people symbols surrounding this circular design are facing outwards to show their commitment to the community and their role as educators and leaders in facing the climate change challenge.

Size: 60cm x 70cm

Medium: Acrylic on canvas

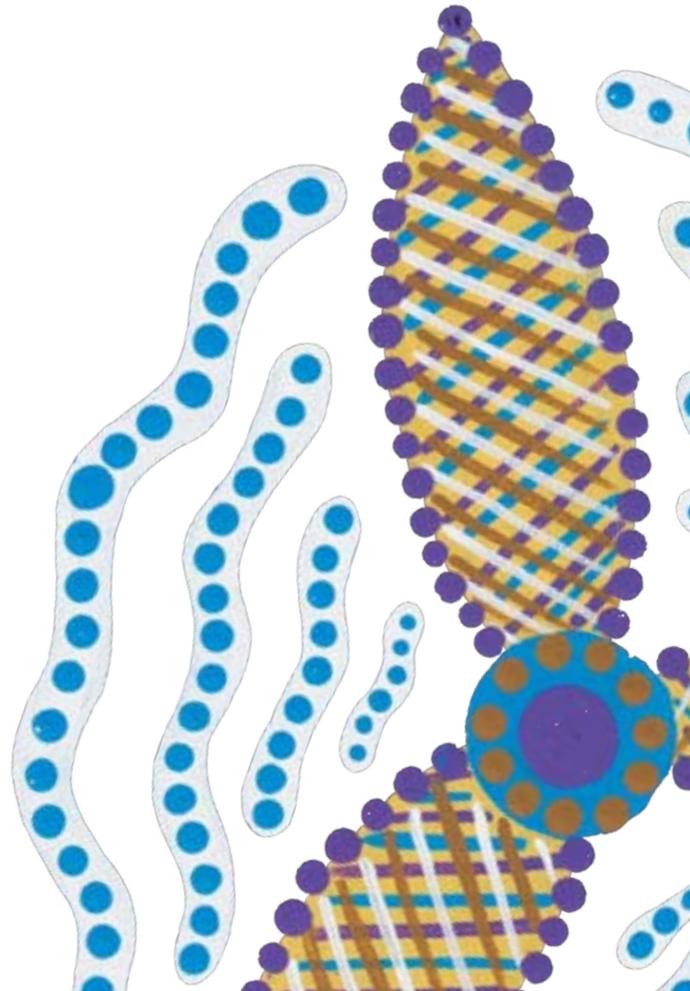
Date: June 2020



# Our business

The CEFC has a clear mission to accelerate investment in Australia’s transition to net zero emissions. We invest to lead the market, operating with commercial rigour to address some of Australia’s toughest emissions challenges. We’re working with our co-investors across renewable energy generation and energy storage, as well as agriculture, infrastructure, property, transport, and waste.

Through the Advancing Hydrogen Fund, we’re supporting the growth of a clean, innovative, safe, and competitive hydrogen industry. And as Australia’s largest dedicated cleantech investor, we continue to back cleantech entrepreneurs through the Clean Energy Innovation Fund. With \$10 billion to invest on behalf of the Australian Government, we work to deliver a positive return for taxpayers across our portfolio.



## What we do

The CEFC works with businesses, institutional investors and innovative entrepreneurs to accelerate investment in Australia's transition to net zero emissions. In operating within the parameters of the CEFC Act and Investment Mandate directions, we must also anticipate and respond to the environment and market conditions in which we operate.

This means retreating where the private sector is operating effectively and stepping up our investment activity to fill market gaps where the private sector is absent. Through our investment origination activities, framed around four decarbonisation pathways, we prioritise emissions challenges across the wider Australian economy.

# Where we invest

## Decarbonisation pathways



### Low carbon electricity

CEFC finance is accelerating the delivery of cleaner, lower cost energy Australia-wide. We invest in critical large-scale grid transmission projects, landmark battery storage, substantial renewable energy developments and innovative bioenergy opportunities.



### Ambitious energy efficiency

Investing in renewable energy, energy efficiency and low emissions solutions for the infrastructure, manufacturing and property sectors can deliver benefits right across the economy, from lower energy costs to increased efficiency, reducing demand on the energy network.



### Electrification and fuel switching

We are working to electrify key sectors of our economy, from backing clean hydrogen as a new fuel source to investing in fuel switching technologies to decarbonise agriculture, industry, resources and transport.



### Reducing non-energy emissions

We are pursuing diverse opportunities to reduce non-energy emissions, from lowering embodied carbon in buildings to bio-sequestration and soil carbon initiatives in agriculture.

# Our performance

Our impact: As a specialist investor, investing on behalf of the Australian community, we have a clear focus on the impact of our activities. Since we began investing, to 31 December 2021, we reported:

## Economic impact

Lifetime investment commitments of more than \$10.31 billion Australia-wide, including \$5.78 billion powering renewable energy, \$3.77 billion delivering energy efficiency and \$764 million supporting low emissions technologies.

## Clean energy impact

We continue to extend our reach into innovative investment models and technologies, capturing new investor capital and supporting new investment opportunities. We also delivered careful management of our large portfolio, where maturing investments continue to make their mark on the emissions challenge.

## Investment impact

Each dollar of CEFC commitments has been matched by \$2.50 in private sector finance, demonstrating our ability to attract additional private sector finance into lower emissions.

## Innovation impact

The specialist Clean Energy Innovation Fund strengthened its position as the largest dedicated cleantech investor in Australia, with lifetime investments to 31 December 2021 of \$147.9 million. Together with its co-financiers, the Innovation Fund has played a key role in delivering more than \$579.9 million to the cleantech sector in its first five years of operation, reaching almost 100 individual cleantech pioneers.

# Our geographical reach



The CEFC operates with a national focus, with our investment commitments stretching across Australia, including national and state-based projects and programs. We do not have any permanent staff who identify as Aboriginal and/or Torres Strait Islander people. At the end of the 2020–21 year, the CEFC had 124 employees, based in five locations:

- 1 Brisbane – on the lands of the Turrbul and Jagera peoples
- 2 Canberra – on the lands of the Ngunnawal peoples
- 3 Melbourne – on the lands of the Boon Wurrung and Wurundjeri peoples of the Kulin Nation
- 4 Perth – on the lands of the Whadjuk Noongar peoples
- 5 Sydney – on the lands of the Gadigal peoples of the Eora Nation

# Our sphere of influence

The CEFC works closely with other investors, businesses and project developers to achieve emissions reduction, investing to accelerate the decarbonisation of the Australian economy and achieve the goal of net zero emissions by 2050. We operate in a rapidly changing market environment, with policy, technology and changing capital markets offering challenges and opportunities.

Our sphere of influence is broad and diverse within the clean energy and financial sectors. It extends to the Traditional Custodians of the land on which our offices are based, and the First Nation peoples on whose land we work.

Internally, our stakeholders include our Board, Executive and staff, who are closely involved in the vision of our RAP. Externally, our stakeholders include our clients, co-investors, and suppliers, as well as the Australian Government Department of Industry, Science, Energy and Resources.

Our purpose in accelerating investment in emissions reduction cannot be achieved by the CEFC working in isolation. Since we began investing, we have built close relationships with all levels of Government, leading investors and asset owners, industry associations and market analysts to broaden and deepen the impact of our investment activity.

## Our RAP

The CEFC is committed to advancing reconciliation in Australia. In developing our Innovate RAP, we recognise that our objective of lowering emissions for sustainable communities will benefit from an inclusive society that recognises the rich histories, cultures and contribution of Aboriginal and Torres Strait Islander peoples.

The CEFC formed a RAP Working Group in 2018 in response to interest from staff and the recognition that as an organisation we can do more to encourage and build relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. In May 2020, we launched our first Reflect RAP which provided a framework for the organisation as we embarked on our reconciliation journey.

Our RAP is championed by our CEO, Ian Learmonth with the strong support from our Executive team, to help drive engagement, enthusiasm and awareness among staff. Our RAP Working Group includes staff from all offices and business units, including a member of the Executive team. We believe that having representation from across the business and the endorsement of senior leadership is vital to embedding the RAP across our organisation.

Most importantly, we have ensured that our working group includes First Nations voices with the formation of an external Advisory Committee, bringing First Nations experiences and perspectives to our RAP Working Group and guiding us as we build relationships and shape initiatives that can lead to positive outcomes for First Nations people. The RAP Advisory Committee joins the RAP Working Group in quarterly meetings, underpinning an important and ongoing dialogue. We sincerely thank the members of the Advisory Committee for their guidance and support.

## The CEFC RAP Working Group members

- Chief People and Culture Officer
- Executive Director – Clean Futures Team
- Head of Government and Stakeholder Relations
- Director – Legal
- Director – Marketing and Communications
- Risk and Compliance Manager
- Associate Director – Clean Futures Team
- Associate Director – Sustainability
- Senior Associate – Investment Team
- Senior Associate – Investment Team
- Senior Associate – Sustainability
- Senior Associate – Sustainability
- Event and Marketing Manager
- Team Administrator – People and Culture
- Associate – Portfolio Management

## Advisory Committee members

### Erica Smits

Compliance Officer,  
Office of the Registrar *Aboriginal Lands Rights Act 1983*

### Phil Ahmat

Director,  
Mura Connect

# CEFC reconciliation journey

## Key developments

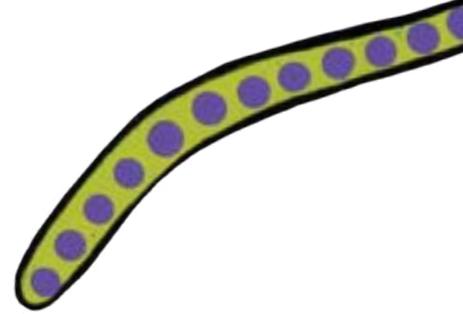
Engaging in our Reflect RAP allowed us to scope and develop relationships with Aboriginal and Torres Strait Islander stakeholders and clarify our vision for reconciliation based on our sphere of influence. We have also increased our understanding and recognition of First Nations peoples and the challenges they may face as a result of experiencing the inter-generational trauma of the Stolen Generations. This enhanced awareness and understanding is driving our actions as a responsible investor, procurer, employer and industry leader.

# Supporting First Nations employment opportunities

We have established **an annual CEFC CareerTrackers internship program**, working with CareerTrackers, a national non-profit organisation creating pathways and support systems for Aboriginal and Torres Strait Islander young adults to attend and graduate from university, with industry experience and bright professional futures. We have welcomed two Aboriginal and/or Torres Strait Islander interns since November 2019.

We **participated in the Australian Government 2022 Indigenous Graduate Pathway program**, which aims to recruit First Nations graduates into the Australian public service. Some 45 Commonwealth agencies participated in the program, with almost 50 candidates shortlisted from an estimated 100 applicants. Unfortunately, the Pathway program did not attract candidates with the requisite

background in finance, business, commerce, or an equivalent analytical degree for recruitment by the CEFC and we were unable to offer a graduate position for 2022. We remain committed to First Nations recruitment, but with just four candidates identifying the CEFC as a career option through the Graduate Pathway Program, we recognise there is an awareness gap about our organisation and the potential for career growth. This is perhaps not surprising, given the prominent participation of large departments and agencies, who have well-established First Nations employment programs. We are working with our RAP Advisory Committee with a view to explore alternative sourcing strategies to attract First Nations candidates, drawing on their experience and networks.



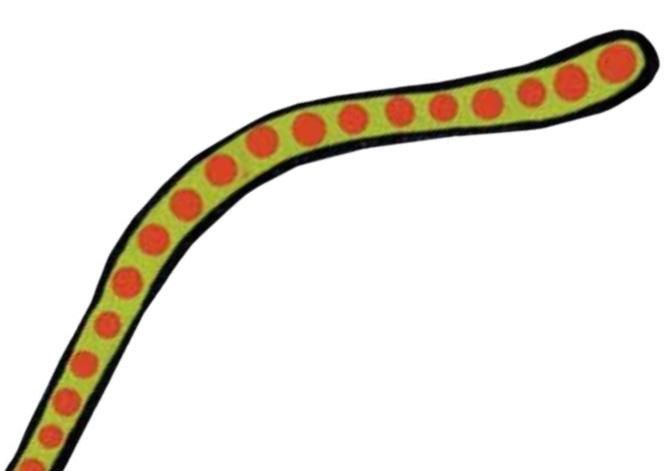
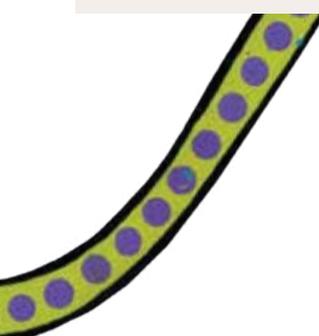
“Thanks to the CEFC for the partnership with CareerTrackers. It’s an investment not only in myself but in the broader First Nations community. Over the 12 weeks, I was committed to making the most of the opportunity in front of me. Previously I had no insight into investment banking and was aware that First Nations people were underrepresented in major professional services. We simply don’t have awareness that these opportunities are out there.

The breadth of exposure and project work I had across several teams at the CEFC developed my understanding of complicated topics and helped me learn new skills, both technical and personal. I gained extreme value hearing from the perspectives of the teams I worked with. The people at the CEFC are a great combination of brilliance and compassion: they have a genuine desire to improve

reconciliation and First Nations awareness. I really appreciated CEFC’s culture of excellence and the support and encouragement that people willingly provided, which built my self-confidence.

However, the most significant outcome was that this experience showed me where my passions lie and gave me the chance to grow in ways I didn’t anticipate. As a result of my deeper awareness of investment banking and professional services, I now have greater clarity of where I want to go. I feel more prepared for the future with new career goals. I am proud of the growth I have been able to achieve as part of this CareerTrackers Internship at the CEFC.”

CEFC CareerTrackers Intern 2021

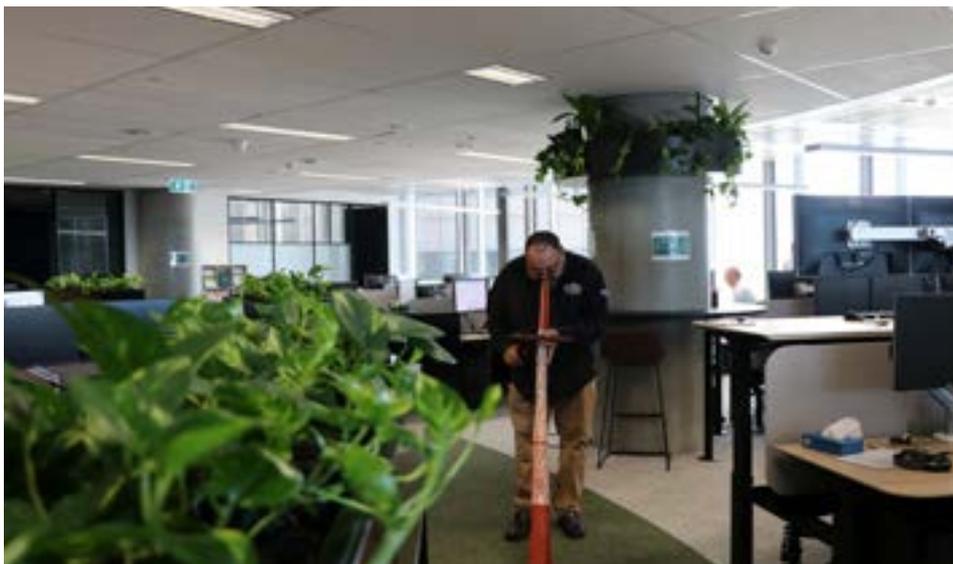


# Influencing investment decisions

The CEFC developed a **First Nations Investment Screening Procedure** to proactively engage with counterparties with respect to First Nations engagement, native title and cultural heritage. The screening procedure assists in building understanding about how First Nations peoples can participate in the low emissions transition, while also identifying existing hurdles or barriers to entry.

The CEFC **joined the RIAA First Nations Working Group**. As an active member of the Responsible Investment Association Australasia (RIAA), we joined the RIAA Human Rights working group for First Nations Peoples and hosted two CEO roundtable events with the RIAA and the First Nations Heritage Protection Alliance. The goal is to facilitate dialogue and engagement around the protection of Australia's Indigenous heritage, bringing together First Nations representatives, academics and institutional investors.

The inaugural CEFC **ESG Policy** was approved by our Board in the 2020–21 year, and identified First Nations considerations as one of the material ESG factors to be addressed as part of CEFC investment and risk management decisions.



Brendan Kerin cleansing with the Yidaki

# Strengthening staff understanding

The CEFC participated in the **Reconciliation Australia Workplace RAP Barometer Survey**, confirming strong interest from CEFC staff in learning more about Aboriginal and Torres Strait Islander histories and cultures, supported by the RAP process.

The CEFC marked the completion of our Sydney office refurbishment with a **cleansing ceremony and Welcome to Country** from Aboriginal Elder Brendan Kerin. Brendan used sound to cleanse our space through his Yidaki, an instrument of the Yolngu people of Northeast Arnhem Land. To finish the ceremony, Brendan played a cleansing sound on the Yidaki to ward off any bad spirits within the office space.

With the strong support of staff, we named our Sydney meeting rooms by drawing on words from the Gadigal language group.

During 2021, the CEFC was pleased to work with MuraConnect to introduce **First Nations Cultural Awareness Training** to all staff. With an excellent participation rate of more than 90 per cent, the training initiative aimed to increase our knowledge and understanding of Aboriginal and Torres Strait Islander cultures. The training was well received, and we will continue to work with MuraConnect for ongoing learning. One of our key insights from this important initiative, demonstrated by our staff's enthusiasm for the training and knowledge, was the need as an organisation to ensure we are providing continual opportunities to access this type of learning. This will ensure ongoing avenues to increase our knowledge and understanding of Aboriginal and Torres Strait Islander cultures, while also fostering opportunities for the important conversations that follow.



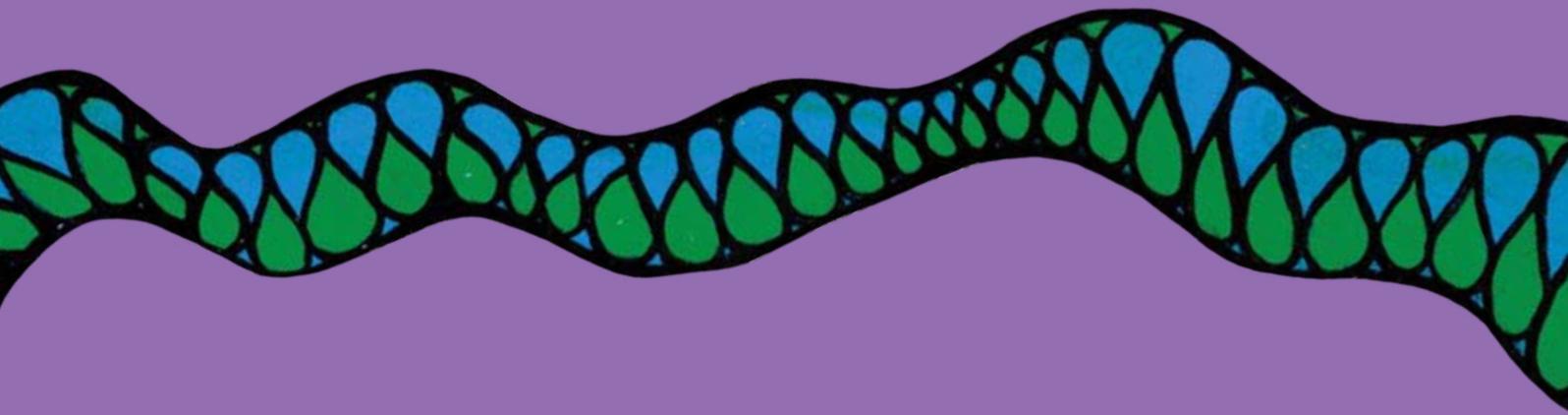
CEFC Executive and RAP Advisory Committee members

(from left to right) Ludovic Theau, Sara Leong, Jay Tolson, Paul McCartney, Ian Learmonth, Phil Ahmat, Andrew Powell, Leanne McDonald



# Relationships

The CEFC recognises that, as an organisation and investor representing the Australian community, we have a unique and important role to play in helping to develop strong and lasting relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples, and in leading and supporting partnership and engagement across the clean energy sector.



## Relationships

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	– Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to continue to develop guiding principles for future engagement.	August 2022 and 2023	Head of Government and Stakeholder Relations
	– Develop and implement an updated engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2023	Head of Government and Stakeholder Relations
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	– Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff across the organisation.	May 2022 and 2023 and 2024	Event and Marketing Manager
	– RAP Working Group members will participate in an external NRW event and will share their learnings with staff through intranet articles.	27 May – 3 June, 2022 and 2023	Event and Marketing Manager
	– Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW, in their respective locations.	27 May – 3 June, 2022 and 2023	Event and Marketing Manager
	– Organise at least one NRW event each year at each of our main offices.	27 May – 3 June, 2022 and 2023	Event and Marketing Manager
	– Register all our NRW events on Reconciliation Australia’s <a href="#">NRW website</a> .	May 2022 and 2023 and 2024	Event and Marketing Manager

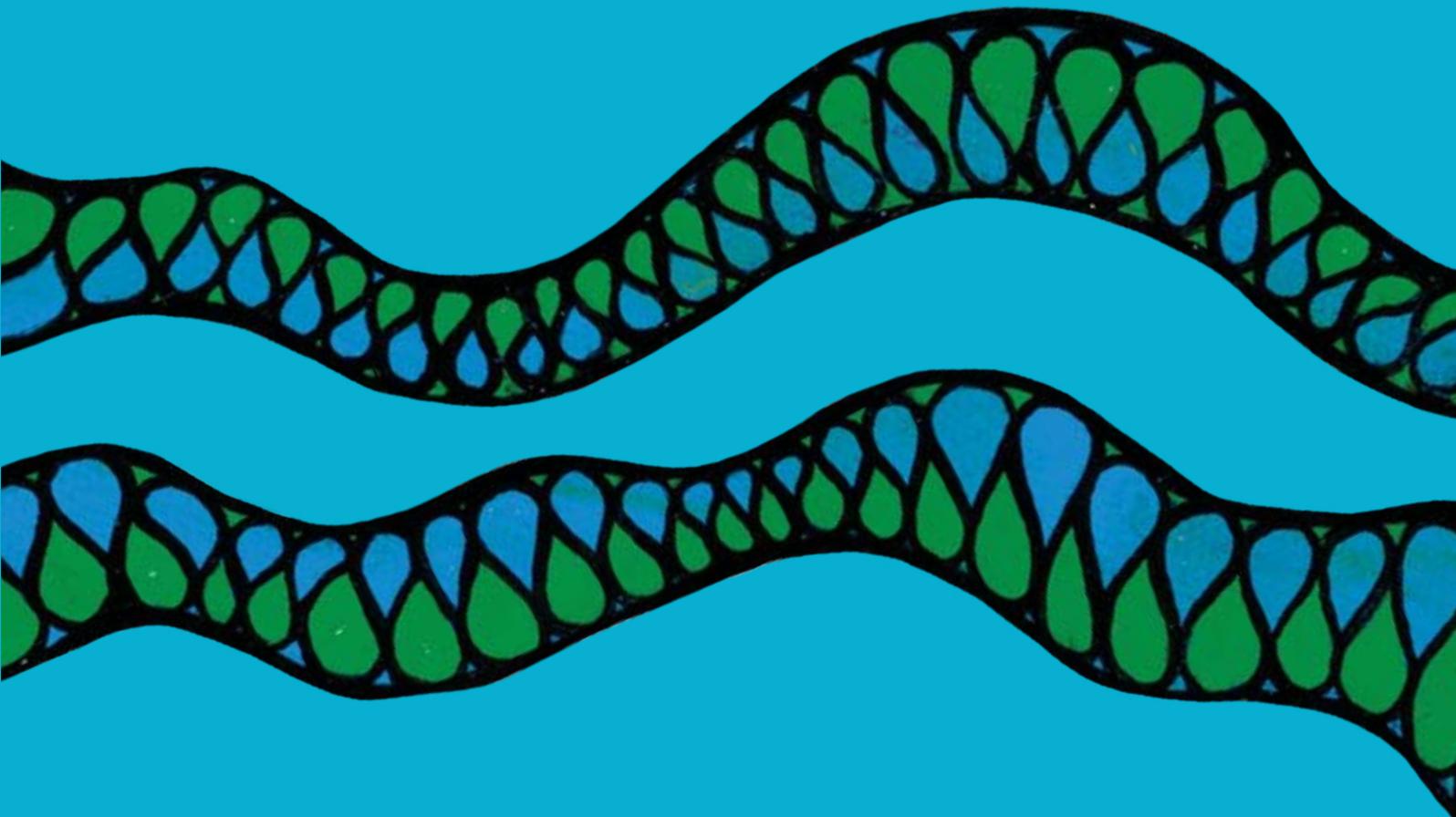
## Relationships

Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	– Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2022 and 2023	Chief People and Culture Officer
	– Continue to communicate our commitment to reconciliation publicly, via our website and social media platforms, as well as in our annual report.	April 2023 and 2024 and October 2022 and 2023	Event and Marketing Manager
	– Continue to raise internal awareness of our RAP to promote reconciliation across the business by publishing regular stories and RAP progress updates on our intranet.	March 2023 and 2024 and October 2022 and 2023	Event and Marketing Manager
	– Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2022 and 2023	Head of Government and Stakeholder Relations
	– Continue to collaborate with other organisations committed to RAPs and other like-minded organisations to develop ways to advance reconciliation.	August 2022 and 2023	Head of Government and Stakeholder Relations
	– Explore new avenues to promote and collaborate on our RAP commitments with external stakeholders or partners.	August 2022 and 2023	Head of Government and Stakeholder Relations
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	– Continue our participation in the Responsible Investment Association Australasia (RIAA) Human Rights working group for First Nations Peoples to demonstrate our organisation's commitment towards action, and to share our learnings and developments (e.g. the First Nations Investment Screening Procedure) with other relevant organisations.	December 2022 and 2023	Head of Government and Stakeholder Relations
	– Update our current human resources policies and procedures to include any additional anti-discrimination provisions that were identified as part of the annual review of human resources policies and procedures undertaken	July 2022	Chief People and Culture Officer
	– Annually review and communicate the anti-discrimination policy for our organisation.	November 2022 and 2023	Chief People and Culture Officer
	– Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2022	Chief People and Culture Officer
	– Educate our senior leaders on the effects of racism.	November 2022	Chief People and Culture Officer



# Respect

We are committed to continually developing cultural understanding across the organisation that will imbed appreciation of Aboriginal and Torres Strait Islander communities, cultures and histories, support respectful and meaningful relationships, and improve awareness across our major project locations and with the stakeholders we work with.



## Respect

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	- Conduct an annual review of cultural learning needs within our organisation.	July 2022 and 2023	Risk and Compliance Manager
	- Compile and analyse results of the annual review of cultural learning needs to inform the cultural learning strategy and training plan.	August 2022 and 2023	Risk and Compliance Manager
	- Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	August 2022	Risk and Compliance Manager
	- Assess the impact of the inaugural cultural learning program for staff, and use the results to inform the cultural learning strategy and training plan.	July 2022	Risk and Compliance Manager
	- Develop, implement and communicate the cultural learning strategy for our staff.	July 2022 and 2023	Risk and Compliance Manager
	- Embed cultural awareness training into the onboarding processes for all new staff who join the organisation.	August 2022	Chief People and Culture Officer
	- Work with Aboriginal and Torres Strait Islander learning consultants to provide opportunities for RAP Working Group members, HR managers and other leadership staff to participate in further cultural learning initiatives.	July 2022 and 2023	Risk and Compliance Manager and Chief People and Culture Officer
	- Investigate and offer local cultural immersion opportunities to all interested staff in their respective office locations.	December 2022	Risk and Compliance Manager and Chief People and Culture Officer

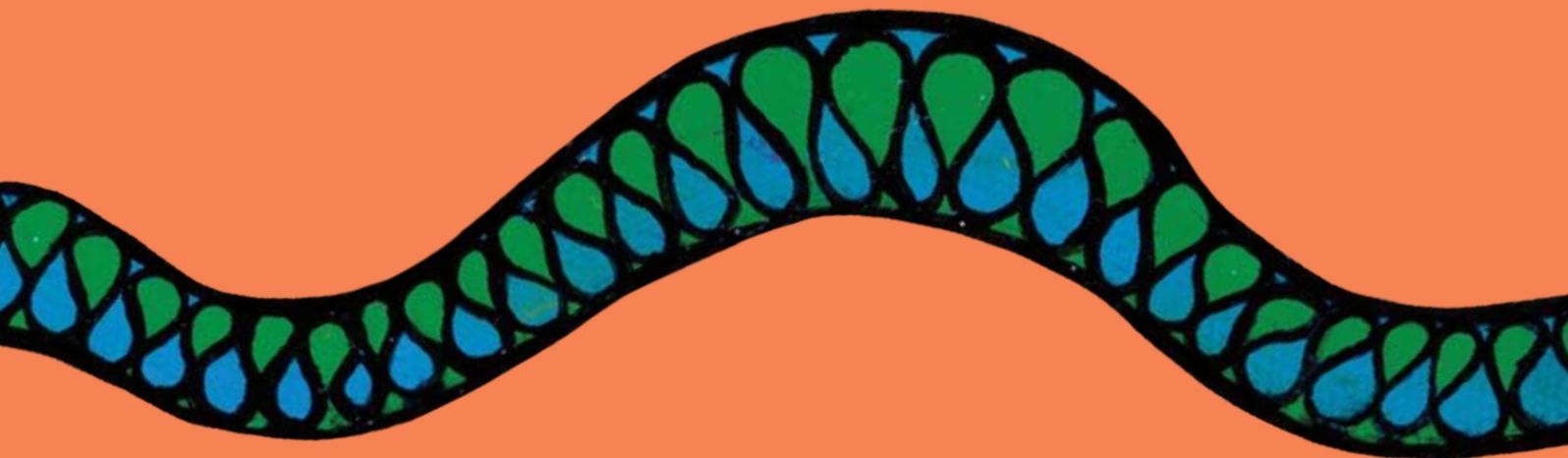
## Respect

Action	Deliverable	Timeline	Responsibility
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	- Further embed our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2022 and 2023	Associate Director, Clean Futures Team
	- Annually review and re-communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2022 and 2023	Associate Director, Clean Futures Team
	- Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2022 and 2023	Associate Director, Clean Futures Team
	- Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of staff townhalls and other important internal and external meetings and events.	May 2023 and 2024	Associate Director, Clean Futures Team
	- Continue to include an email signature banner on all external emails acknowledging Aboriginal and Torres Strait Islander peoples and our commitment to reconciliation.	May 2023 and 2024	Associate Director, Clean Futures Team and Event and Marketing Manager
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	- RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2022 and 2023	Event and Marketing Manager
	- Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022 and 2023	Chief People and Culture Officer
	- Promote and encourage participation in external NAIDOC events to all staff, by raising awareness of events.	First week in July, 2022 and 2023	Event and Marketing Manager
<b>8. Build understanding and awareness of Aboriginal and Torres Strait Islander cultural heritage across our major project locations.</b>	- Continue to build awareness of and respect for Aboriginal and Torres Strait Islander communities, cultures and heritage across major project locations through the imbedding of our First Nations Investment Screening Procedure across the organisation.	December 2022 and 2023	Head of Government and Stakeholder Relations
	- Further embed our staff's understanding of the purpose and significance behind the First Nations Investment Screening Procedure through annual training.	December 2022 and 2023	Head of Government and Stakeholder Relations



# Opportunities

The CEFC has a unique opportunity to improve both employment outcomes and economic and social outcomes for Aboriginal and Torres Strait Islander peoples, both within our organisation, as well as across our major project locations. We will lead by example and influence in the clean energy sector to support Aboriginal and Torres Strait Islander businesses and communities, and will create opportunities that contribute to better outcomes.



## Opportunities

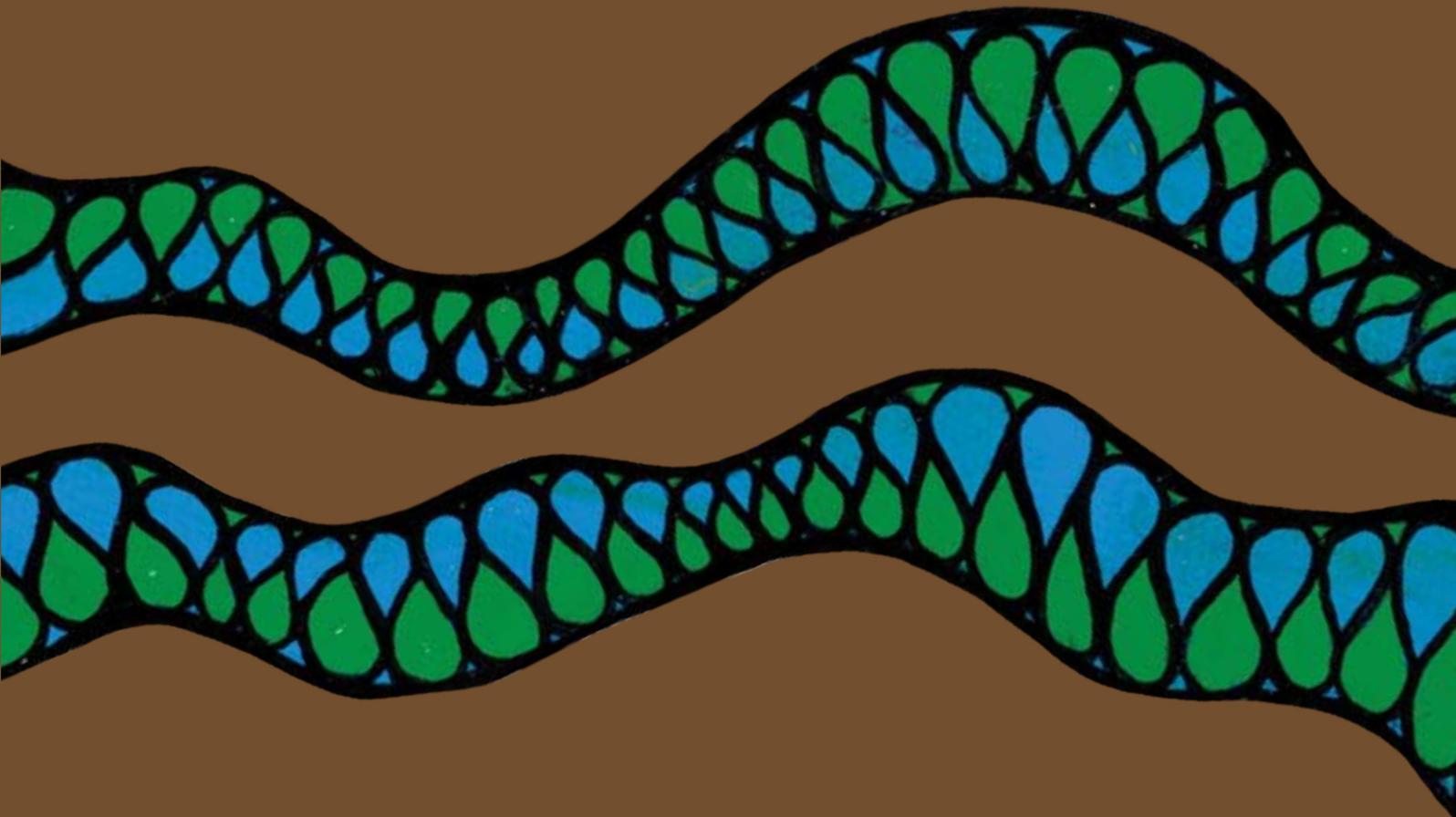
Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	- Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2022 and 2023	Chief People and Culture Officer
	- Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisers to consult on our recruitment, retention and professional development strategies.	December 2022 and 2023	Chief People and Culture Officer
	- Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2022 and 2023	Chief People and Culture Officer
	- Continue to advertise employment opportunities to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2022 and 2023	Chief People and Culture Officer
	- Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2023	Chief People and Culture Officer
	- Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	December 2023	Chief People and Culture Officer
	- Investigate the provision of workplace mentors for Aboriginal and Torres Strait Islander employees.	June 2023	Chief People and Culture Officer
<b>10. Increase employment opportunities for Aboriginal and Torres Strait Islander peoples through graduate and internship pathways.</b>	- Continue to work with CareerTrackers (or other, similar providers) to offer internship or cadetship opportunities for Aboriginal and Torres Strait Islander students.	July 2023	Chief People and Culture Officer
	- Develop or participate in a First Nations graduate program, to diversify our opportunities and pathways to recruit Aboriginal and Torres Strait Islander staff.	July 2023	Chief People and Culture Officer

## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	- Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	August 2023	Senior Associate, Investment Team
	- Investigate Supply Nation membership for potential membership opportunities annually.	June 2022 and 2023 and May 2024	Senior Associate, Investment Team
	- Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff across offices.	November 2022	Senior Associate, Investment Team
	- Develop a location-based internal directory of Aboriginal and Torres Strait Islander businesses for procurement opportunities in their respective locations, and communicate to staff across offices.	November 2022	Senior Associate, Investment Team
	- Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2022	Senior Associate, Investment Team
	- Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November 2022	Senior Associate, Investment Team
	- Develop a system to track the amount and impact of procurement for goods and services sourced from Aboriginal and Torres Strait Islander businesses.	October 2022	Senior Associate, Investment Team
<b>12. Increase representation and contribute to better outcomes for Aboriginal and Torres Strait Islander businesses in the clean energy sector.</b>	- Investigate potential partnerships for CEFC to contribute to increasing participation of Aboriginal and Torres Strait Islander businesses and communities in the clean energy sector by working with other relevant businesses and stakeholders.	May 2023	Chief People and Culture Officer and Head of Government and Stakeholder Relations
	- Create at least one partnership project focused on increasing participation of Aboriginal and Torres Strait Islander businesses and communities in the clean energy sector.	May 2023	Chief People and Culture Officer and Head of Government and Stakeholder Relations
	- Liaise with not-for-profit organisation Jawun (who places skilled people from Australian companies and government agencies into Indigenous organisations, where these secondees share their expertise and support Indigenous leaders to achieve their own development goals) to assess and determine whether there are any clean energy sector-related Aboriginal and Torres Strait Islander businesses (or initiatives) which would benefit from a CEFC secondee.	December 2022	Chief People and Culture Officer



# Governance



## Governance

Action	Deliverable	Timeline	Responsibility
<b>13. Establish and maintain an effective RAP Working Group (RWG) and RAP Advisory Committee to drive governance of the RAP.</b>	- Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	August 2022 and 2023	Associate Director, Clean Futures Team
	- Annually review the Terms of Reference and other governance documents for the RAP Working Group and RAP Advisory Committee.	July 2022 and 2023	Associate Director, Clean Futures Team
	- The RAP Working Group and RAP Advisory Committee will meet quarterly to drive and monitor RAP implementation.	August 2022 and 2023	Associate Director, Clean Futures Team
<b>14. Provide appropriate support for effective implementation of RAP commitments.</b>	- Define resource needs for RAP development and continued implementation.	June 2022 and 2023	Associate Director, Clean Futures Team and Chief People and Culture Officer
	- Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	May 2023	Associate Director, Clean Futures Team and Chief People and Culture Officer
	- Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2022	Associate Director, Clean Futures Team and Associate Director, Sustainability
	- Appoint and maintain an internal RAP Champion from senior management.	June 2022 and 2023	Associate Director, Clean Futures Team

## Governance

Action	Deliverable	Timeline	Responsibility
<b>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	- Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, 2022 and 2023	Associate Director, Clean Futures Team
	- Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2022 and 2023	Associate Director, Clean Futures Team
	- RAP progress will be reported to all staff and senior leaders quarterly via leadership updates, staff townhalls and intranet articles.	June, September, December 2022 and March, June, September, December 2023 and March 2024	Associate Director, Clean Futures Team
	- Publicly report our RAP achievements, challenges and learnings, annually.	October 2022 and 2023	Associate Director, Sustainability and Event and Marketing Manager
	- 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 2022 and 2023	Associate Director, Clean Futures Team
	- Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2023	Associate Director, Clean Futures Team
	- Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Associate Director, Clean Futures Team
<b>16. Continue our reconciliation journey by developing our next RAP.</b>	- Register via <a href="#">Reconciliation Australia's website</a> to begin developing our next RAP.	November 2023	Associate Director, Clean Futures Team



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