

Stretch Reconciliation Action Plan

Oct 2025 – Oct 2028

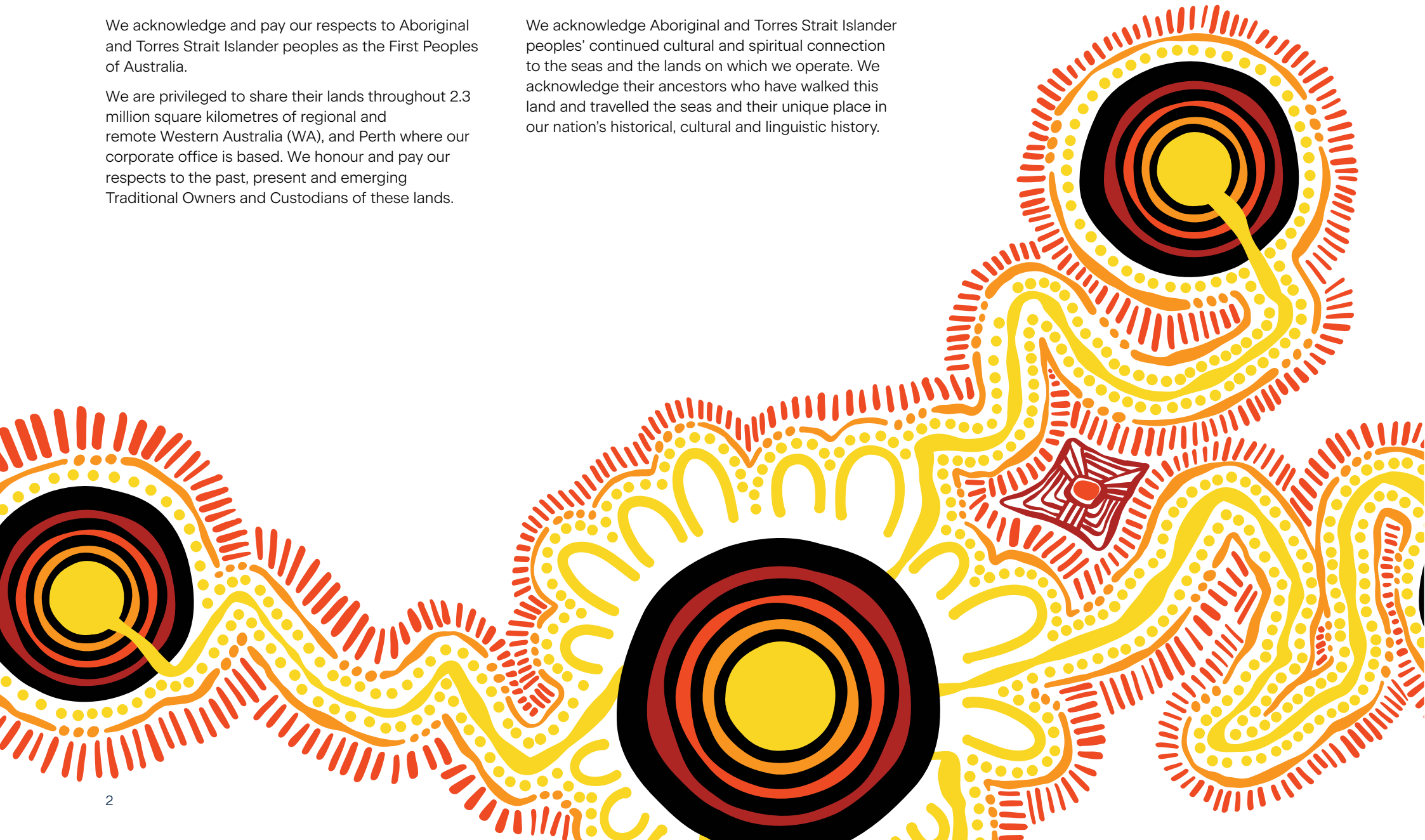


Acknowledgement of Country

We acknowledge and pay our respects to Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia.

We are privileged to share their lands throughout 2.3 million square kilometres of regional and remote Western Australia (WA), and Perth where our corporate office is based. We honour and pay our respects to the past, present and emerging Traditional Owners and Custodians of these lands.

We acknowledge Aboriginal and Torres Strait Islander peoples' continued cultural and spiritual connection to the seas and the lands on which we operate. We acknowledge their ancestors who have walked this land and travelled the seas and their unique place in our nation's historical, cultural and linguistic history.



Our vision for reconciliation

Horizon Power's vision for a reconciled Australia is of a nation that recognises and acknowledges the injustices of Australia's past, respects cultural diversity, advocates for self-determination, and is free from all forms of racism.

Horizon Power is committed to challenging the status quo and leading our industry with reconciliation actions that are informed by our Aboriginal employees and the broader Aboriginal community on the lands we operate in.

To contribute to this reconciled future, Horizon Power will embed ways of working that aligns with the five dimensions of reconciliation:

- Commit to truth-telling by listening to and amplifying the voices of Aboriginal and Torres Strait Islander peoples, our employees, and the communities we serve.
- Support historical acceptance by acknowledging past and ongoing injustices, and strengthen race relations through respectful dialogue and shared truth.
- Create culturally safe spaces by prioritising time for Aboriginal and Torres Strait Islander staff to connect, share insights, and guide ongoing cultural safety practices.
- Advance equality and equity by meeting distinct cultural needs, and reflect institutional integrity by embedding culturally safe practices.
- Foster two-way learning to build a culturally responsive workforce that values Aboriginal and Torres Strait Islander knowledge systems and lived experiences.

- Advance race relations by building positive two-way relationships based on trust and respect between Aboriginal and Torres Strait Islander and non-Aboriginal staff through cultural learnings and incursions, and culturally safe practices.
- Deliver tailored energy solutions that reflect community values, support regional development, and contribute to a sustainable energy future.
- Empower Aboriginal community groups to lead initiatives that strengthen cultural identity.
- Instil community leadership through our engagement teams fostering community-led engagement to determine bespoke energy solutions for each community, recognising and valuing the histories, cultures and rights of Aboriginal and Torres Strait Islander peoples.
- Invest in Aboriginal and Torres Strait Islander businesses to support economic independence, self-management, and long-term prosperity.
- Promote equality and equity by advancing economic development and growth in communities and the Aboriginal and Torres Strait Islander business sector.
- Strengthen partnerships with Traditional Owners to co-design and deliver energy projects that generate meaningful social and economic outcomes.
- Encourage Aboriginal and Torres Strait Islander people to determine their needs and define ways to close the gap in all areas of life while having equal access to take part in the transition to greener, more-affordable energy.

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Terminology

Within Horizon Power's business context, a Traditional Owner is an identified group of people through the *Native Title Act 1993* and/or associated Native Title Agreements and Indigenous Land Use Agreements. A Traditional Owner holds rights and interests in waters, lands and sky according to their Traditional lore and customs.

Horizon Power acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples and Nations of Australia. The term Aboriginal, used throughout this document, directly relates to the Western Australian communities in which we operate. Therefore, within all Horizon Power documents the term Aboriginal is inclusive of Torres Strait Islanders who live in WA.

Aboriginal and Torres Strait Islander peoples are advised that this report may contain images or names of deceased people.

Our artwork

Our Reconciliation Action Plan artwork, *The Karla (Fire) of Horizon Power*, was designed by Aboriginal artist Marcia McGuire in consultation with employees at the 2023 Horizon Power Aboriginal Employee Forum.

Together they unpacked what it meant to be part of a team, working in their specific fields, and being Aboriginal people in the energy industry.

As a result of the workshop, energy and its impact became the focus of the artwork, and is captured in the depiction of campfires. These fires represent the six regions of Horizon Power, and the energy created by fire, lightning, and the sun — traditional forms of energy for Aboriginal and Torres Strait Islander peoples.

Lightning bolts connect the regions to the centre of Horizon Power, radiating the connections of the teams that are supported and energised.

The arch shapes standing around the campfire are the people of Horizon Power – the team standing together and working together. Sun rays abstractly beam around Horizon Power, fuelling energy, not only into our communities but into and from the people working at Horizon Power. The pebble-like shapes form the strong foundation of the support network, building layers of opportunities and journeys for employees and the communities Horizon Power serves.

The Aboriginal Employee Forum is coordinated by our Aboriginal Employee Advisor with support and assistance from the Traditional Owner Relationship & Reconciliation team.

The artist

Marcia McGuire, owner of Maali Aboriginal Designs

My name is Marcia McGuire, and I am a Whadjuk, Ballardong, Yued Noongar and Buddimaya Yamatji Aboriginal woman. My family's bloodline runs from the Kimberley into the Pilbara and down the coast of Western Australia to Albany in the Great Southern.

I inherit this cultural connection from my mother and father's sides of the family, and I have learnt a lot of our people's history through stories that have been passed down through generations.

My inspiration is drawn from my ancestors, traditional paintings, stories, and the land that we live on. My family has a history of Aboriginal artists, and I am mentored by my uncle, Barry McGuire, who guides and teaches me about the customs and stories of our ancestors.

A common theme in Aboriginal artwork is storytelling – dreaming – so when I map out my artwork I think of how I want to tell a story in as much detail as possible. It is important to connect to both today's society and the future through my artwork, so incorporating modern abstract forms and colours is important in bringing connection to the past, present and future of our communities.

Art is a passion that is part of who I am, and I continue to learn, grow, and educate others about my culture through art.



Statement from CEO of Reconciliation Australia

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

Horizon Power is WA's regional and remote energy provider which provides power systems to meet the unique needs of some of the most isolated and remote communities in the world. This has positioned Horizon Power to have considerable impact on remote Aboriginal and Torres Strait Islander households' access to appropriate power services. Given this scope, Horizon Power has worked to build trust and respect with its First Nations employees, communities and clients.

In its previous RAPs, Horizon Power focussed on building a workplace where reconciliation is actively lived. Embedding RAP actions within its day-to-day allowed Horizon Power to make reconciliation business as usual rather than an isolated goal.

This holistic approach resulted in a positive and inclusive culture across the business where Aboriginal employees are respected and regarded as cultural leaders and over 90 per cent of staff engaged in reconciliation activities each year.

With this solid foundation, and a continued focus on strong relationships, Horizon Power is now expanding its commitments with its first Stretch RAP. By deepening connections with Traditional Owners, supporting Aboriginal community leadership on renewable energy projects, and developing an Indigenous data sovereignty framework, Horizon Power is ensuring communities have meaningful opportunities to lead and benefit from projects that impact their present and future prosperity.

With initiatives that prioritise Aboriginal and Torres Strait Islander voices, Horizon Power has the potential to drive considerable reconciliation outcomes across its sphere of influence.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Statement from our Acting Chief Executive Officer



I am proud to present Horizon Power's Stretch Reconciliation Action Plan 2025–2028.

This RAP reflects our enduring commitment to Aboriginal and Torres Strait Islander peoples. It acknowledges the deep and unbroken connection they hold to Country, culture and community, and the ongoing impacts of colonisation. It also reaffirms our responsibility to walk alongside Aboriginal and Torres Strait Islander peoples as we work towards a more just, inclusive and equitable future.

I am incredibly proud of how far we've come. Through our previous RAPs, we've deepened relationships, built trust, and taken meaningful steps to embed reconciliation into the way we work. We've exceeded our Aboriginal employment targets, created culturally safe workplaces, and empowered our people to grow their careers while staying connected to Country. We've also strengthened our partnerships with Aboriginal businesses, helping to drive economic participation and prosperity across regional and remote Western Australia.

Since taking on responsibility for power services to 117 Aboriginal communities in 2023, we've established a dedicated team of Aboriginal

professionals who are working closely with Traditional Owners and community members to co-design solutions that reflect local needs and aspirations. This work is deeply important — and deeply rewarding.

But we know the journey is far from over.

This Stretch RAP sets out the next chapter in our reconciliation journey. It challenges us to go further, to lead with purpose, and to continue learning. It empowers us to work in genuine partnership with Aboriginal customers, communities, businesses and Traditional Owners — ensuring they are not only part of the energy transition, but shaping it.

It also calls on every Horizon Power employee to play a role. Reconciliation is not the work of a few — it's a shared responsibility. Through this RAP, we will continue to build cultural understanding, foster respect, and create opportunities for all.

I am committed to the actions in this RAP. I will continue to listen, to learn, and to lead with humility and purpose. Together, we will keep moving forward — step by step — towards a future where reconciliation is lived, not just spoken.

Krystal Skinner
Acting CEO
Horizon Power



Statement from the Minister for Energy and Decarbonisation

I am proud to support Horizon Power's commitment to furthering reconciliation through its new Stretch Reconciliation Action Plan (RAP) 2025-2028.

This document sets out Horizon Power's reconciliation journey, what it has learnt and its progressive targets. It details how the organisation's measurable reconciliation strategies and actions will be integrated across its vast geographically and culturally diverse service area.

These actions support the Western Australian Government's commitment to eliminating the gap in outcomes between Aboriginal and non-Aboriginal Australians, while supporting the cultural and economic integrity of Aboriginal peoples across our State.

I commend Horizon Power on the significant progress it has made on its reconciliation journey since implementing its first Innovate RAP in 2020. It has surpassed its targets for Aboriginal employment and Aboriginal procurement, demonstrating an active and resolute commitment to genuine and authentic reconciliation.

Horizon Power is entering the era of its first Stretch RAP with an innovative cultural learning strategy, aimed at enabling its workforce to grow its cultural competence and providing a safe, culturally aware and welcoming environment for all its employees.

Through the commitments made in this Stretch RAP, Horizon Power will shift towards building stronger and more sustainable partnerships with Aboriginal communities and, importantly, work in towns and remote communities to provide equitable power services that meet the Federal Government's Closing the Gap target 9B. These communities will benefit from the energy transition, with decreased reliance on fossil fuels and lower power costs.

RAPs are integral to any organisation, as they provide a platform for accountability and track real advancement towards reconciliation. I look forward to seeing Horizon Power advance these meaningful and tangible goals.

I congratulate Horizon Power for taking the bold next step on its reconciliation journey with this new Stretch RAP.

Hon. Amber-Jade Sanderson MLA
Minister for Energy and Decarbonisation



Our business

Horizon Power is Western Australia's regional and remote energy provider, committed to delivering safe and reliable power to our customers. Our purpose is to deliver clean energy solutions for regional growth and vibrant communities.

As a State Government-owned energy utility, we generate, procure, distribute and sell electricity to 36,796 residential and 9,056 business customers (as of 30 June 2025) across remote and regional WA.

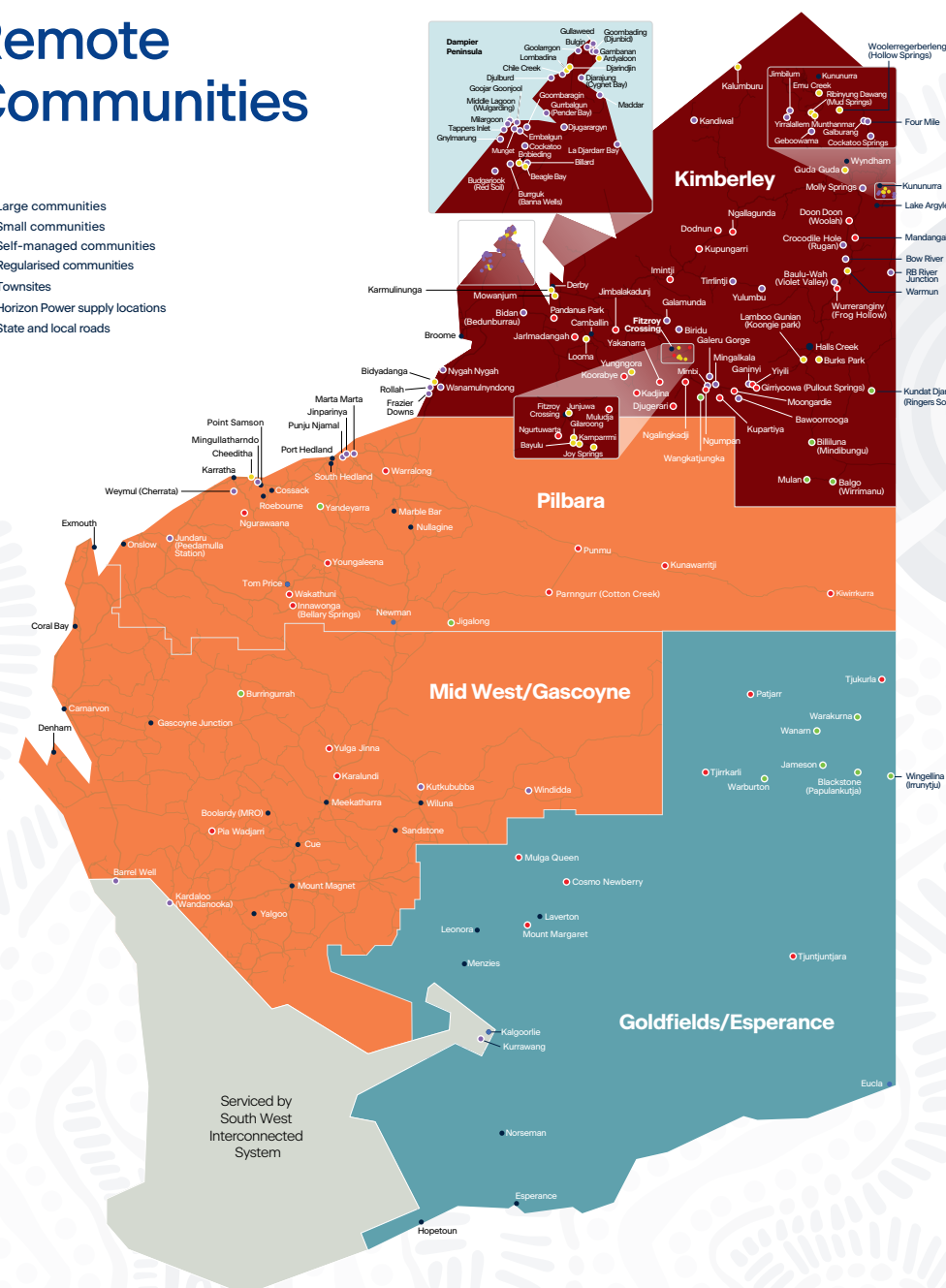
Our service area is the largest geographical catchment of any Australian power provider, spanning a massive 2.3 million square kilometres.

We are part of the communities we serve, with six regional depots and retail offices located in Broome and Kununurra in the Kimberley region, Karratha and Port Hedland in the Pilbara, Carnarvon in the Gascoyne/Mid West, and Esperance in the south of the state, as well as a corporate office in Perth.

We operate multiple power systems tailored to meet the unique needs of some of the most isolated and remote communities in the world, including 117 remote communities that were transferred from the Department of Communities to Horizon Power on 1 July 2023. This supports the WA Government's commitment to the National Agreement on Closing the Gap, in particular, meeting target 9B which calls for all Aboriginal and Torres Strait Islander households to have power services that meet or exceed relevant standards or are equivalent to nearby towns by 2031.

Remote Communities

- Large communities
- Small communities
- Self-managed communities
- Regularised communities
- Townsites
- Horizon Power supply locations
- State and local roads



Fast facts



47,294

customer accounts

36,796 residential
9,056 business accounts
1,442 prepayment
accounts



629

employees

47 Aboriginal employees



56,894

distribution poles

677 steel
transmission poles
851 transmission towers



8,200.2km

**of overhead and
underground
transmission and
distribution lines**



7

energy types

gas, diesel and
renewable (solar, wind,
hydro, battery, hydrogen)



6

**regional service depots
and one corporate office
in Perth**



26.8 GWh

**of renewable energy
purchased from
customers**



0.55 kg

**CO2-e/kWh carbon
emissions**



1,182 GWh

of electricity produced



30,648

**followers on our social
media platforms**



170

**Aboriginal communities
serviced**



1,970

**hours spent by
employees volunteering
in our communities**



82

**Aboriginal suppliers
in our supply chain**



3

**Aboriginal regional
service providers**

Source: Horizon Power 2024-2025 Annual Report



Our workforce

Horizon Power actively supports employees from Aboriginal and Torres Strait Islander backgrounds through our Aboriginal Employee Advisor who manages its Deadly Talent program.

As of 30 June 2025, Horizon Power employed 47 people who identify as Aboriginal, representing 7.5 per cent of our total workforce of 629 employees. This is more than double the number of staff members who identified as Aboriginal at the start of our first Innovate RAP in 2020, when we employed 19 Aboriginal people.

About 33 per cent of our total workforce lives in the regional communities they serve.

Most of our Aboriginal employees work in regional Western Australia. Out of our 206 Horizon Power staff in the regions, 15.5 per cent, or 32 employees, identify as Aboriginal.

As part of our mission to promote diversity, inclusion and equity (DEI) among our workforce and contractors, we have a membership with the Diversity Council of Australia (DCA) so staff can access DCA's extensive research, how-to guides, case studies and virtual training programs on a wide variety of diversity dimensions. We believe diversity, inclusion, and equity are the cornerstones of a thriving workplace.

Our commitment to reconciliation is reflected in our efforts to create an environment where every person feels valued, respected, and empowered to bring their authentic selves to work.

To highlight the reconciliation journey, we have Aboriginal and Torres Strait Islander-specific programs, recognising the unique cultures and experiences of Aboriginal and Torres Strait Islander staff due to colonialism, government policies and discrimination. This includes appointing an Aboriginal Employee Advisor (AEA) to attract and retain Aboriginal and Torres Strait Islander employees across the organisation.

As well as being charged with increasing the representation of Aboriginal people in our workforce, the Aboriginal Employee Advisor provides support to the 'Deadly Energy Mob' (current employees), embedding cultural safety within the workplace, and nurturing relationships with key stakeholders. An executive-sponsored and supported Aboriginal Employee Forum provides an opportunity for the Deadly Energy Mob to connect in person each 12-18 months.

We also ensure non-Aboriginal staff learn about and take part in the reconciliation process through completing numerous compulsory training modules, and holding events to mark the reconciliation journey.



Power worker Apprentice Simone Long

This includes National Reconciliation and NAIDOC Weeks where Aboriginal and Torres Strait Islander Elders and/or community leaders are invited to help bring all staff along on the reconciliation journey through sharing their stories.

Staff are also given the opportunity to learn about and be active in the reconciliation journey through our award-winning corporate volunteering program. In FY2023-24, 11 staff volunteered for 51 hours on two Aboriginal-focussed projects. In FY2024-25, the number of hours staff volunteered for Aboriginal organisations and projects more than doubled to 110 hours. This was completed by 17 staff.

The volunteering program is focussed on increasing opportunities for staff across Western Australia to work with Aboriginal people on projects that are meaningful to them. Through our corporate giving program, staff have the option to donate to Shooting Stars, a school-based engagement program for Aboriginal and Torres Strait Islander girls and young women.



Click or scan the QR code to hear from some of our Aboriginal employees



Horizon Power employees at Murujuga viewing the rock art on a on-Country cultural immersion



The Deadly Energy Mob meet at Wooramulla

Governance

Through the Stretch RAP development process, the RAP Sponsor and Manager of Traditional Owner Relationships & Reconciliation reflected on the Innovate RAP journey and proposed a new RAP working group structure to ensure an effective governance structure going forward.

The updated governance framework for the Stretch RAP now comprises three tiers of oversight:

RAP Working Group (Primary oversight)

This central group consists of senior leaders responsible for driving the implementation of key RAP initiatives. Their responsibilities include monitoring progress, fostering collaboration, addressing challenges and opportunities, and providing regular updates on RAP outcomes. The RAP Working Group reports to the RAP Steering Committee and provides internal communication to the wider business.

RAP Champion Working Group (Employee engagement)

This group is made up of employees who have shown a strong commitment to reconciliation, including participants from our Reconciliation Champion initiative. It mandates 50 per cent Aboriginal representation, and is tasked with leading key cultural and educational events such as National Reconciliation Week, NAIDOC Week, and cultural learning initiatives. This group reports to the RAP Steering Committee and provides internal communication to the wider business.

RAP Steering Committee (Strategic oversight)

Comprising the CEO, the RAP Sponsor (Executive General Manager of People, Safety & Governance), the Manager of Traditional Owner Relationships & Reconciliation, and the RAP Delivery Lead, this committee provides high-level oversight. It reviews progress on the Aboriginal Engagement Strategy, monitors key RAP deliverables, and receives updates from the RAP Champion Working Group. The outcomes are implemented across the business and reported to our Board and the Executive team.

Our RAP

Reconciliation is an ongoing journey at Horizon Power. Beginning in 2007, we reached out to staff to learn what reconciliation meant to them. From these conversations, our vision was made clear, and our inaugural RAP was launched in 2008.

After much consultation and many learnings, we launched our second RAP in 2020, our first Innovate RAP. In 2022 we released our second Innovate RAP.

Our RAPs have been guided by our vision for reconciliation, our successes and learnings. Since we launched our 2022-24 Innovate RAP, we have continued to build on our RAPs by embedding reconciliation at the heart of our business through purposeful practices and programs. This includes mandatory, multi-tiered cultural awareness training for all staff, organising cultural incursions, and implementing proactive employment programs to increase representation of Aboriginal people in our workforce. We have also created an Aboriginal and Torres Strait Islander procurement strategy, and formed the Deadly Energy Mob so the voices of our Aboriginal employees will always be heard. We recognise and celebrate NAIDOC and National Reconciliation weeks.

We have continued to establish and maintain meaningful, mutually beneficial relationships with Aboriginal stakeholders, including customers, Traditional Owners, prescribed body corporates

(PBC), and Native Title representative bodies, and have created best practice frameworks and strategies to ensure the culturally sensitive approach prescribed in our Aboriginal Communications Strategy is followed.

In developing this 2025-28 Stretch RAP, we invited representatives of our Aboriginal stakeholder groups from across Western Australia to join our RAP Advisory Committee. The committee consisted of five members representing Traditional Owners, Aboriginal community members and customers, Aboriginal employment advocacy groups, Aboriginal media and communications, and Aboriginal businesses. A roundtable meeting of these stakeholders, facilitated by IPS Management Consultants, discussed actions Horizon Power could take to better contribute to reconciliation. It found we should continue our community partnership programs, provide more support for Aboriginal employees, offer more contract/tender opportunities to Aboriginal business, and engage with communities about employment opportunities and career networking for young people.

We set out with an ambitious program of actions in our 2022-2024 Innovate RAP and succeeded in achieving 98 per cent of the RAP deliverables. The final two per cent are still works in progress and are continuing in this Stretch RAP.

We discovered that, as we listened to our Aboriginal stakeholders and staff, the journey to reconciliation does not always run to schedule and may need refreshing along the way. We are reviewing our

business-wide Aboriginal Engagement Strategy (AES) with the aim to elevate, embed and integrate our AES into our Corporate Strategy and new Stretch RAP deliverables and actions.

Importantly, a budget was set and approved to support our RAP initiatives and their implementation.

In this Stretch RAP 2025-2028, we are building on the strong foundations we have set in place, setting progressive, measurable targets and goals, and embedding reconciliation strategies in our organisation so they become and remain an ingrained part of the Horizon Power way.

To reach these targets and goals, Langton and Partners were engaged to assist, starting with a comprehensive review of key documents, including our corporate strategy and operational activity across WA. Data sets were reviewed, including the annual RAP impact survey results, bi-annual RAP barometer data and reconciliation engagement data, annual employee engagement surveys, our Cultural Learning Strategy, AES and yearly reports on the work of the Remote Communities Division.

Langton and Partners highlighted several areas of strength, forming a solid foundation for our reconciliation journey, including our positive and supportive Aboriginal employee culture, continued investment in Aboriginal programs and initiatives, strong Aboriginal engagement practices, a high-performing Traditional Owner Relationships & Reconciliation team, and strong Aboriginal engagement practices embedded across the business.

It also identified where we can build on our past RAPs through this Stretch RAP by elevating governance and ownership of RAP deliverables to the executive team to ensure strategic alignment and accountability. To strengthen performance and impact, we will need to improve employment outcomes through enhanced training pathways and Aboriginal leadership development.

The data sets also show over 90 per cent of staff participate in at least one reconciliation activity each year, and most believe RAP activities, such as compulsory cultural learning initiatives and National Reconciliation Week events, positively influence workplace culture, staff wellbeing and customer service. Aboriginal employees see themselves as cultural leaders, educators and advocates, taking the lead to encourage broader participation in reconciliation events and fostering safe spaces for dialogue and accountability.

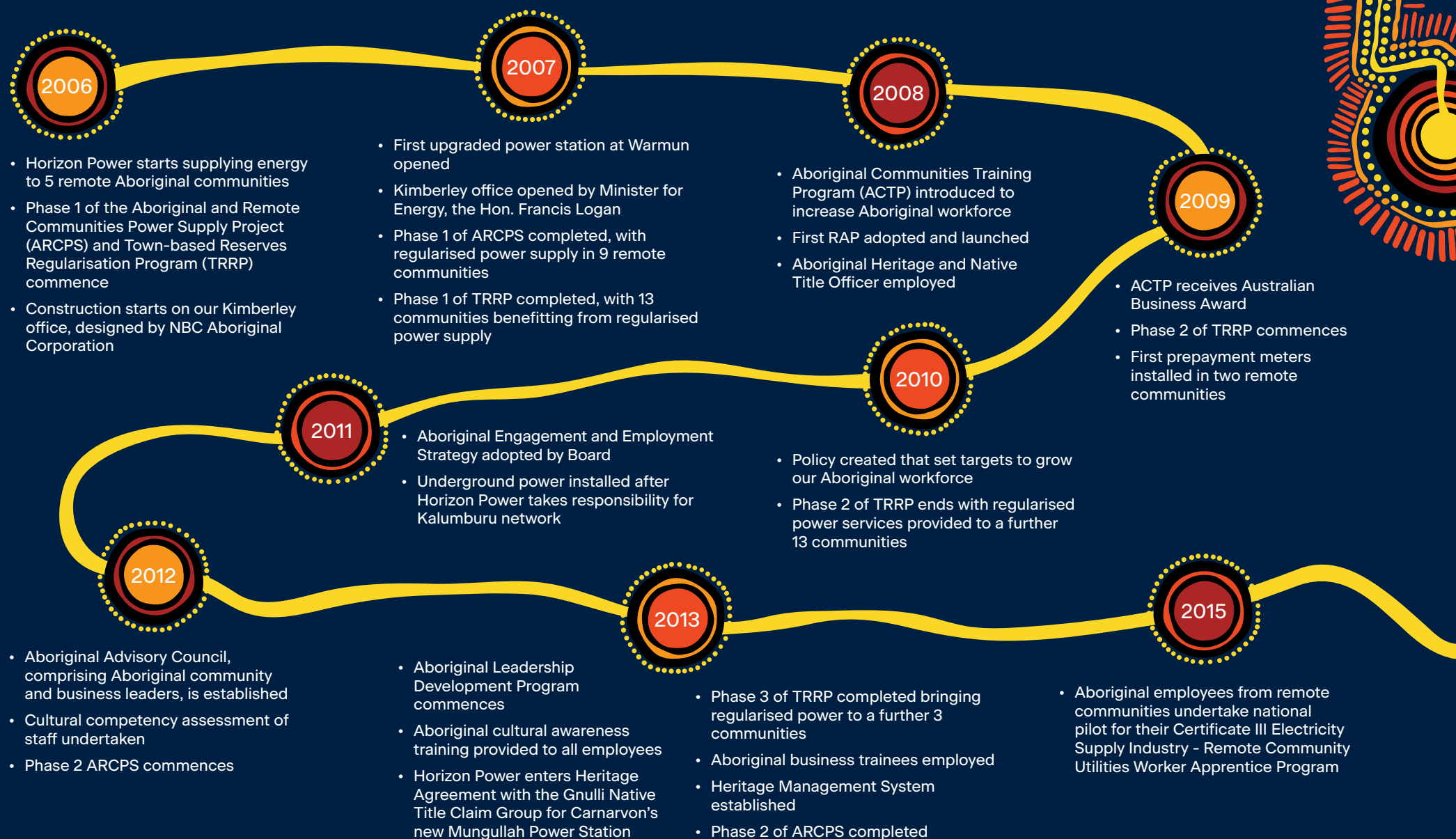
Key stakeholders across Horizon Power were also part of the consultation phase, providing insights on emerging themes, strengths, opportunities, challenges and priorities.

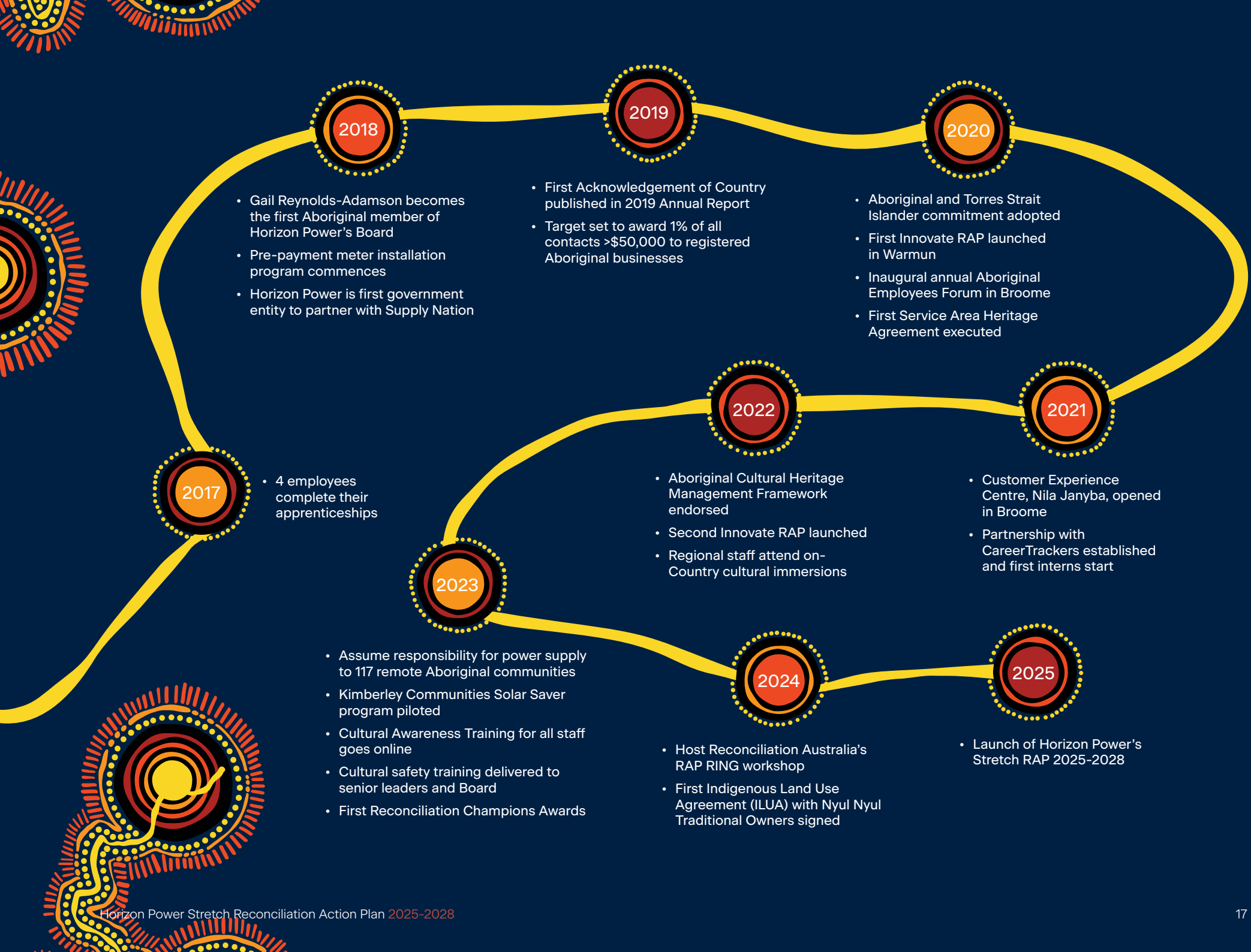
These were then circulated with Aboriginal employees at their monthly meeting, as well as with the RAP Working Group, the executive leadership team, and the Sustainability, People and Culture (SPC) Committee which is made up of representatives from Horizon Power's board.



*Customer Service Officers in Kununurra,
Kassie Bin Swani and Brittany Gore*

Our RAP Journey





Case Study

Working towards closing the energy gap in remote communities

A key action in our 2022-2024 Innovate Reconciliation Action Plan was to increase our knowledge of Aboriginal cultures, histories, and rights through cultural learning and, in turn, to demonstrate respect by observing cultural protocols and heritage.

Horizon Power has been putting this action front and centre of our engagement with remote Aboriginal communities, having been transferred responsibility for the delivery of power services to an additional 117 remote Aboriginal communities from the WA Department of Communities in 2023.

As a government trading entity with expertise in providing power services to regional WA, and with a track record of working with remote Aboriginal communities, Horizon Power has the expertise to deliver safe and reliable power services across these communities.

To facilitate the works, we created our Remote Communities team to work with communities and foster relationships founded on mutual respect.

Prior to the transfer of the 117 communities, Horizon Power was already providing power services to 53 Aboriginal communities.

Our community engagement and Traditional Owner relationship teams are fully staffed by Aboriginal people who have a high level of cultural competency. Over time, they will visit all the remote communities we serve to establish two-way relationships.

Our Traditional Owners Relationship & Reconciliation team also will meet on Country with relevant Prescribed Body Corporates and Aboriginal community controlled organisations as part of our ongoing Traditional Owner Roadshow.

The Remote Communities program is a vital step in providing residents of Aboriginal communities with access to safe and reliable energy, regardless of where they live, through a program of identifying where upgrades are needed and bringing those services up to standard. It is also expanding opportunities for Aboriginal participation in the transition to greener energy.

Crucially, the program supports the State Government's commitment to Target 9b of the National Agreement on Closing the Gap to provide power services that meet or exceed to the relevant jurisdictional standards. This is being achieved through a purposeful program of community engagement, infrastructure and safety upgrades, access to real-time data on power use, transitioning

to renewable energy, and community-led projects and programs.

The 117 communities, of varying sizes, are located in:

- Kimberley (78 communities)
- Pilbara/Mid West/Gascoyne (25 communities)
- Goldfields/Esperance (14 communities)

While Horizon Power has overall management of the services, we are supported in the communities through partnerships with Aboriginal-owned regional service providers that carry out the operational maintenance of power services and infrastructure. We also employ contractors assisted by local residents to carry out works.

These partnerships ensure ongoing employment and economic opportunities by supporting training for local service providers to bring their skills to the levels needed to meet legislative requirements.



Click or scan to
find out more



A letter from Wirrimanu

A group of our Wirrimanu lads worked alongside the fencing contractors and built a great rapport with them. The contractors were genuinely impressed by their work ethic and enthusiasm, which speaks volumes about the talent and potential within our local team.

Here's the best part: we had been waiting on TAFE to assist with training for constructing a similar fence around the Wirrimanu MUNS shed. When Mick (co-CEO of Wirrimanu) informed the team that the job might need to be postponed until next year due to Christmas, the boys surprised us all. After their experience with the contractors, they felt confident enough to take on the fencing job themselves, without external assistance.

True to their word, they've jumped straight in and are handling the job with the professionalism of seasoned fencers. We are incredibly proud of their initiative and dedication. It's a testament to their resilience and willingness to step up when given the opportunity.

This outcome wouldn't have been possible without Horizon Power's facilitation of the original project, so we want to extend our heartfelt thanks to you and your team. The positive ripple effects from this work are clear to see, and we're so grateful for your support.

Manne Ivory

Joint CEO Wirrimanu Aboriginal Corporation

Doon Doon resident John Cooper meets with Horizon Power's Community Engagement Lead, Rebecca Dalton



Case Study

KCSS delivers equitable access to the green energy transition

The Kimberley Communities Solar Saver (KCSS) program is a new way of sharing power that delivers cheaper, cleaner energy to families in remote Aboriginal communities across the north-west of Western Australia.

Commencing in 2024, KCSS is underpinned by the principles of equity and collectiveness. Horizon Power installs solar panels on select household rooftops, and shares the savings generated among every household.

By using existing rooftops rather than establishing large solar farms, we are minimising direct impact on Country and culture, and providing opportunities for Aboriginal communities to participate in the transition to greener energy.

We have successfully installed solar panels to homes and buildings in the Kimberley communities of Warmun (200km south of Kununurra), Bidyadanga (180km south of Broome) and Ardyaloon (220km north of Broome). Panels are only installed on roofs that are best situated for optimum sun, with energy savings being shared across an entire community.

The project is lowering customer bills, reducing reliance on diesel, reducing emissions, and delivering an equitable clean energy transition.

In Warmun, 41 solar systems have been installed, delivering energy saving credits to the community's 78 properties by providing a total of 422kW of

rooftop solar. All rooftop solar systems are connected via Smart Connect Solar, with the savings collated and credits applied directly to household meters.

With almost a full year of data since installations were completed in July 2024, more than \$33,500 in energy saving credits have so far been applied to the community.

Warmun resident Tatum Rivers said the program is providing long-term benefits to the community.

"Living in a remote community, it's really nice to know that we're getting more cleaner energy now, and I know everyone in community is benefiting from the energy credits," Tatum said.

In the west Kimberley, 356kW of rooftop solar has been installed across 33 properties in Bidyadanga, generating about \$33,000 in savings since the first round of energy credits were applied in early 2025.

Residents in the Dampier Peninsula community of Ardyaloon are now also realising the economic benefits of the program following the installation of 250kW of rooftop solar across 33 systems in July 2025.

Jointly funded by the State and Federal Governments, the KCSS program is expected to install up to 300 rooftop solar systems across five communities, delivering an average annual household savings of approximately \$450 in energy costs to approximately 430 households.

We are committed to helping customers save money on their power bills while also improving access to the benefits of renewable energy for customers who may not otherwise have the means to access it.



Click or scan to find out more about Kimberley Communities Solar Saver



Warmun children playing footy

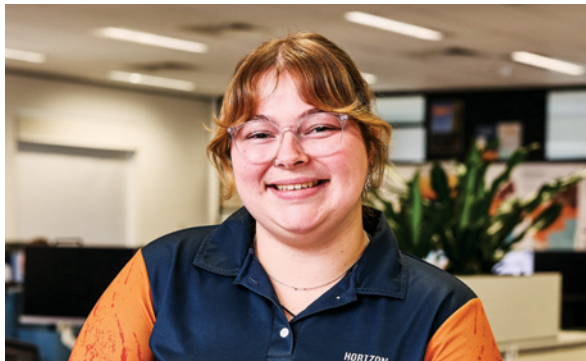
Case Study

Careers on track

Horizon Power has been actively partnering with CareerTrackers, a national not-for-profit organisation that supports Aboriginal and Torres Strait Islander university students, since 2021.

CareerTrackers links students with employers to participate in paid internships that support their professional aspirations. Horizon Power currently has three Aboriginal employees who are at different stages of their academic and professional journeys, having started their careers as interns.

Our goal is to build respectful and sustainable relationships with Aboriginal and Torres Strait Islander peoples, and through the program, our interns are able to gain work experience in their respective disciplines, develop long-term relationships in a professional setting, while enriching the culture at Horizon Power.



Stories from our interns

Tiarnee Lester

Heritage & Native Title Assistant

In June 2023, I embarked on my first-ever internship at Horizon Power. This was a one-month internship which had been facilitated by CareerTrackers. I joined the Aboriginal Engagement team under the guidance of Aaron Matthews, Manger Traditional Owner Relationships & Reconciliation, and Aboriginal Employee Advisor, Mel McGuire. This experience was my introduction to the corporate world, and it provided me with invaluable insights into daily tasks and office dynamics.

Aaron and Mel ensured I was exposed to various sections of the business, including the sustainability team. As an archaeology student at the University of Western Australia, my ultimate goal was to work in sustainability, specifically in heritage and Native Title.

Following my initial placement, CareerTrackers and the sustainability team organised a 10-week summer internship for me. This opportunity marked the beginning of my current role.

After the summer, Heritage & Native Title lead Carina Hemmers, and Sustainability Manager Dan Kippin offered me a position as a Heritage & Native Title Assistant, officially starting my career in the heritage space and securing my first industry job.

My journey at Horizon Power has been marked by significant milestones. I progressed from an intern in a team unrelated to my degree to a role that aligns perfectly with my passion.

My notable achievements include participating in my first heritage survey in Warmun (an Aboriginal community in the Kimberley), receiving an award for reconciliation, and gaining invaluable field experience.

The culture at Horizon Power is exceptional. The people are genuinely invested in each other. Having supportive management has been crucial as I navigate the corporate space while attending university full-time.

We are fortunate to work for a company that places great importance on Aboriginal experiences and employees, a commitment that is rare in this capacity.

In 2024, I was invited to my first Deadly Energy Mob forum. This event brought together us Aboriginal staff at Horizon Power, providing a platform to share experiences, discuss issues, and brainstorm solutions.

The forum gives us a seat at the table – a platform for our voices to be heard on the issues that affect us. The forum has demonstrated its capacity to drive significant change in the workplace, and I am excited to see the impact of our voices this year with the arrival of this new Stretch RAP.

As I am nearing the end of my degree and the beginning of my Honours project, I have some major steps to prepare for. My biggest goal is to close out my time at university while continuing to work at Horizon Power. With only two years until I achieve this, I have time to accomplish more here at Horizon Power and learn as much as possible from the amazing people I work with.



Gordon Naley
Graduate Engineer Remote Communities

As I look back on my journey from being an intern to a proud graduate, I am filled with a sense of accomplishment and gratitude for the experiences that have shaped my path.

I had an unusual journey towards Horizon Power that started at the beginning of my third year as an engineering student at Murdoch. I had originally entered university to study environmental engineering.

I kind of fell sideways into power systems and renewable energy engineering, which I felt comfortable with as my ambition had been to enter a professional career with a focus on sustainability and making change for future generations. So, my journey in electrical engineering began, and it turned out that I thoroughly enjoyed the material.

Towards the beginning of my third year at university, I received a call from CareerTrackers. I agreed to join the program and attend an interview with three senior leaders from Horizon Power. We had a general conversation about my background, education, and the proposed team I would join. The atmosphere was relaxed and unintimidating, which, in turn, helped me to be myself and engage fully in the process.

After a very short time, Horizon Power responded and informed that they would like to have me onboard as an intern, and asked if I was available for a winter internship. I continued the internship the following two summers, culminating in a part-time role and a graduate position when I finished my degree.

The initial days of my internship were a whirlwind of introductions, orientations, and training sessions. I was assigned to the Distributed Energy Resources (DER) Technology team, where I began to familiarise myself with the tools and techniques that the team utilised daily. A Murdoch Alumni, Rhys Carey (DER Tech Engineer), took me under his wing and patiently explained the intricacies of the DER Management System (DERMS) and guided me through my project for the five weeks of my internship. Being thrown in the deep end and being encouraged to ask questions accelerated my development and understanding of the work the team was undertaking. At this stage, DERMS was being fine-tuned, and, in future internships, the platform would be rolled out to the Horizon Power network.

One of the most rewarding aspects of my internship was the relationships I established with my colleagues. The camaraderie and support from my team fostered a nurturing environment that enabled my growth. Additionally, I networked with professionals across Horizon Power, gaining valuable insights into different facets of the industry. These connections have become invaluable as I navigate my career path, providing both guidance and opportunities for growth.

As my internship drew to a close, I faced the daunting task of completing my final year of university. Fortunately, I was able to undertake my thesis project with the DER team, allowing me to maintain a connection and to begin the transition from being an intern into a graduate.

The support and encouragement I have received from multiple staff at Horizon Power has confirmed my decision to undertake my graduate position here. Even though we change positions every six months, the two teams that I have been involved with since my internship have been welcoming. They have encouraged me to continue my development and seek out opportunities for growth.

This attitude and encouragement from staff at all levels has been a consistent factor in my time at Horizon Power and large part of why I chose to become a graduate here.



Matthew Harris
Government Relations Assistant

I have been at Horizon Power for about four years, doing full-time internships during the university winter breaks (June–July) and summer breaks (November–early February).

I have also been employed on contract since February 2023, and in a permanent part-time position since February 2024 while I continue my History degree at the University of Western Australia.

Throughout this time, I have primarily worked with the government relations team, as well as supporting customer engagement and the Traditional Owner relationships and reconciliation team.

Horizon Power has helped me to develop the skills needed for working in a corporate environment – from how to write emails and documents, to how to talk and interact with co-workers. My only work experience prior to Horizon Power was working as a casual employee at my local Kmart.

Many other students at my university never get the opportunity to work in an office environment and learn the soft skills and basics that are really important, and especially the work ethic and standards expected from someone in the workforce.

My time at Horizon Power has allowed me to continuously develop and expand my skillset. The teams I have worked with have encouraged my development by engaging me in meaningful project work, including me in regional work trips that relate to those projects, and by valuing me as a person and colleague.

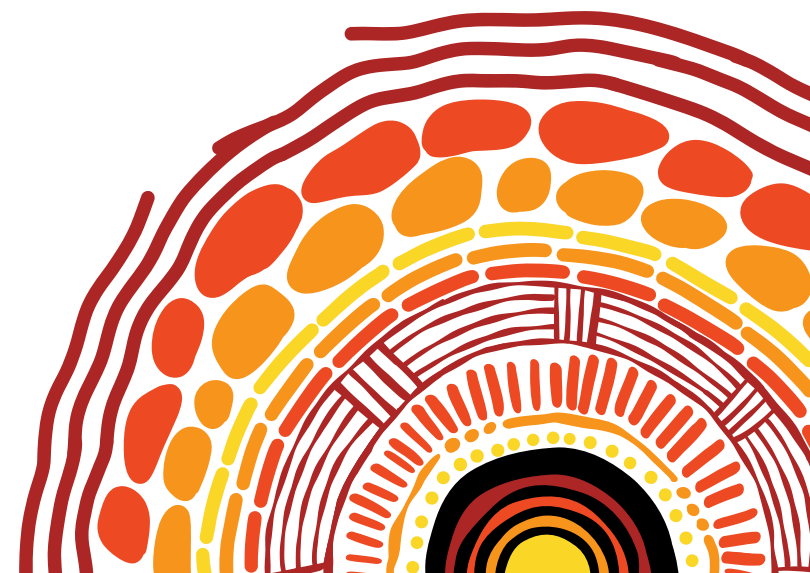
I was able to go to:

- Onslow in 2021 to see the first Distributed Energy Resources Management System (DERMS) which was a groundbreaking project. This enabled me to learn and understand how we work towards reducing carbon emissions.
- Carnarvon in 2024 for my second Aboriginal Employee Forum (AEF) and my first time to Carnarvon. The AEF helped me to get to know other Aboriginal employees from across our regions and learn more about Aboriginal culture, and how we can improve cultural awareness in the workplace. Also, Carnarvon is a nice place with good food.
- Esperance in 2024, as a part of my last internship with the customer engagement team, to attend a community event to raise awareness about the Community Partnership Program. I also was able to see the Shark Lake Renewable Hub which was part of an important project that started when I first began at Horizon Power.

I believe that the skills I have developed and experiences I have had that have been nurtured by the teams at Horizon Power will mean I will have a firmer foothold once I finish my degree and move into my career, as I have real life experience.

I am grateful for my opportunity at Horizon Power. It has really allowed me to grow personally and professionally. After I graduate, the skills I have developed at Horizon Power will allow me to stand out to potential employers, from customer and public facing experience to communication skills. I developed skills around web design and graphic design during my time in the Traditional Owner Relationships & Reconciliation team, helping me to build a diverse set of skills.

Horizon Power has shown me what a good workplace looks like, and what constructive and effective teams and co-workers look like, which is invaluable.





Case Study

Becoming part of the community

Horizon Power's Community Partnerships Program supports community not-for-profit organisations, local governments, prescribed body corporates and Aboriginal community-controlled organisations in regional Western Australia. We provide funding for events, equipment, and initiatives that enhance community health and wellbeing.

We value respectful and transparent community engagement to align decisions with community aspirations to support vibrant communities and regional growth. The program is integral to building trust and strong relationships within our communities.

In FY 2025, we supported 15 organisations registered with the Office of the Registrar of Indigenous Corporations (ORIC), with funds totalling more than \$105,000, or 10 per cent of our Community Partnerships Program budget.

We also partnered with various not-for-profits and local government authorities to support programs that align with our Aboriginal and Torres Strait Islander commitment to work in partnership for meaningful, long-term positive impact and mutual benefit. These partnerships focused on the needs of, and were directly beneficial to, Aboriginal people across our service area in Western Australia.

Through the period of this RAP, the goal is to partner with at least 20 ORIC-registered organisations each year.

Skateboarding tutorials are a part of our partnership with Skate-Skills



Partner: Irruntju Community Incorporated

Partnership: Youth Diversion Camp

Location: Wingellina (Irruntju)

Horizon Power sponsored Irruntju Community Incorporated to organise and conduct a camp in Esperance for 12 at-risk young men aged 18-25.

The camp aimed to foster positive relationships among peers, youth workers and elders.

The camp was transformative.

After travelling for more than 20 hours from the desert to Esperance, the men visited the coast. For many of them, it was the first time they had experienced the feeling of being on a beach.

The camp also gave the opportunity for cultural exchanges with Esperance-based Aboriginal organisations and people.

Our staff welcomed the group at the Esperance Depot and shared their stories about their differing roles within the energy industry.

This was the first community partnership with one of the 117 remote Aboriginal communities, now managed by Horizon Power.

Partner: Bunuba Dawangarri Aboriginal Corporation

Partnership: Connecting with our Mob

Location: Fitzroy Crossing

The Bunuba Dawangarri Aboriginal Corporation's (BDAC) 'Connecting Our Mob' funding equipped the prescribed body corporate with new equipment for teleconferencing.

BDAC represents approximately 250 Traditional Owners in an area spanning more than 6,500 square kilometres of the Fitzroy Valley. The new equipment is helping to keep them engaged and up to date. The equipment is also used for training and other remote meetings attended by the executive.

In addition, local businesses and organisations are able to use the teleconferencing equipment, helping give them more options and flexibility for meetings.

Partner: Geraldton Sporting Aboriginal Corporation

Partnership: Skate-Skills

Location: Yalgoo, Meekatharra, Mt Magnet and Wiluna

The Skate-Skills initiative is designed to empower Aboriginal youth through skateboarding programs that promote self-belief, cultural respect, and physical wellbeing. Delivered during school holidays, the initiative combines mentorship with skill-building to foster responsible and resilient young community members.

Its impact lies in creating consistent, culturally grounded engagement that not only enhances youth development but also strengthens community ties through sustained, place-based recreational opportunities.

This partnership supports an important sporting opportunity while utilising shire-built skate park infrastructure.

Relationships

At the heart of our Reconciliation Action Plan lies a deep commitment to building and nurturing respectful, enduring, and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations. We recognise that reconciliation is a shared journey — one that requires active listening, genuine collaboration, and sustained action.

Through this pillar, we aim to strengthen our connections with Aboriginal and Torres Strait Islander stakeholders by establishing meaningful partnerships, celebrating shared milestones, such as National Reconciliation Week, and promoting reconciliation within and beyond our organisation. We are committed to engaging with Traditional Owners, regional and remote communities, and regional service providers across the business including through our Remote Communities Program to ensure our work is grounded in cultural respect and community priorities.

The Remote Communities Program directly supports Outcome 9, Target 9b of the National Agreement on Closing the Gap – ensuring Aboriginal and Torres Strait Islander people can access services that are culturally safe and meet their needs.

Our approach is guided by continuous learning and reflection. We evaluate our partnerships using a dedicated framework, report transparently on our investments in Aboriginal and Torres Strait Islander communities, and embed anti-discrimination strategies to foster a safe and inclusive work environment for all. By amplifying Aboriginal and Torres Strait Islander voices and perspectives, we strive to guide positive change across our sphere of influence and contribute to a reconciled, equitable future.

This pillar is not just about building relationships — it's about honouring them. It's about walking together, with integrity and purpose, toward a future where reconciliation is lived every day.



Click or scan to find out more about Community Engagement



Focus area: *This relationships pillar aligns to our Aboriginal and Torres Strait Islander Commitment to work in partnership for meaningful, long-term positive impact and mutual benefit.*

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	June (annually)	EGM Customer & Community EGM Remote Communities EGM People, Safety & Governance
	• Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	June (annually)	EGM Customer & Community EGM Remote Communities EGM People, Safety & Governance
	• Establish and maintain 20 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June (annually)	EGM Customer & Community
	• Utilise the Horizon Power Community Partnership evaluation framework to effectively assess the community partnerships within First Nations communities.	June (annually)	EGM Customer & Community
	• Report on the number and the amount of investment that support First Nations communities.	June (annually)	EGM Customer & Community
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May (annually)	EGM People, Safety & Governance
	• RAP Working Group members to participate in one to two external NRW events.	27 May - 3 June (annually)	RAP Working Group
	• Encourage and support staff and senior leaders to participate in one to two external events to recognise and celebrate NRW.	27 May - 3 June (annually)	EGM People, Safety & Governance
	• Organise seven internal NRW events, including at least one organisation-wide NRW event each year.	27 May - 3 June (annually)	EGM People, Safety & Governance
	• Register all our NRW events on Reconciliation Australia's NRW website.	27 May - 3 June (annually)	EGM People, Safety & Governance

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Develop and implement an organisation-wide staff engagement strategy to raise awareness of reconciliation across our workforce.	December (annually)	EGM People, Safety & Governance
	• Communicate our commitment to reconciliation publicly.	June (annually)	EGM Customer & Community EGM People, Safety & Governance
	• Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	December 2027	EGM Customer & Community
	• Collaborate with two to three RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	June (annually)	EGM People, Safety & Governance
	• Create a Stretch RAP induction package to be integrated into onboarding processes in Horizon Power's learning management system.	March 2026	EGM People, Safety & Governance
	• Advocate for improved outcomes for Aboriginal and Torres Strait Islander communities (with government and non-government agencies) utilising Horizon Power's sphere of influence.	December (annually)	RAP Working Group
	• Attend a minimum of two RAP leadership gatherings hosted by Reconciliation Australia per year	March, June, September, December (annually)	EGM People, Safety & Governance
4. Promote positive race relations through anti-discrimination strategies.	• Continuously improve People & Capability's policies and procedures concerned with anti-discrimination.	June 2026	EGM People, Safety & Governance
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	June 2026	EGM People, Safety & Governance
	• Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2026	EGM People, Safety & Governance
	• Provide ongoing education to senior leaders and managers on the effects of racism.	December 2026	EGM People, Safety & Governance
	• Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	December 2026	EGM People, Safety & Governance

Action	Deliverable	Timeline	Responsibility
5. Strengthen relationships with remote communities including regional service providers (RSPs) and government and non-government stakeholders.	• Visit and build relationships with all 117 remote Aboriginal communities that Horizon Power has taken responsibility for power provision by 2027.	December 2027	EGM Remote Communities
	• Work with Regional Service Providers (RSPs) to align with Horizon Power's planned maintenance notices in remote communities and to build trusted relationships with communities.	June (annually)	EGM Remote Communities EGM People, Safety & Governance
	• Collaborate with external government and non-government stakeholders to advocate for improved customer service provisions and coordinated community engagement.	March, June, September, December (2026, 2027, 2028)	EGM Remote Communities
	• Consult and engage early with Aboriginal communities about planned works and outages, general operations, new projects and maintenance works.	June 2028	EGM Operations EGM Customer & Community
	• Continue to deliver Aboriginal community engagement and 'Customer on the Move' initiatives to build and maintain relationships.	June (annually)	EGM Customer & Community
6. Build respectful relationships and understanding of Traditional Owners and reconciliation across the regions.	• Develop and implement 'Deadly Energy Yarns' as a forum for Horizon Power employees to engage in discussions about Traditional Owner engagement and reconciliation.	December 2026	EGM People, Safety & Governance
	• Work with Traditional Owners to develop a video on the clean energy transition showcasing country and culture.	December 2026	EGM People, Safety & Governance
	• Continue to roll out the Traditional Owner roadshows across all regions to build and maintain relationships outside of project or operational works.	June (annually)	EGM People, Safety & Governance
7. Roll out new technology to new remote communities to improve access to Horizon Power services and products.	• Work with Remote Communities to install Advanced Metering Infrastructure (AMI) to improve service delivery and safety monitoring. Rollout to include the ability for customers to have access to the Horizon Power app, concessions and consumer protections.	June (annually)	EGM Remote Communities
	• Develop and implement a remote communities social media plan using culturally responsive communication methods.	December 2025	EGM Customer & Community

Action	Deliverable	Timeline	Responsibility
8. Increase awareness and access to energy affordability rebates, concessions, programs and products.	• Expand Energy Ahead program and support roll out of Social Housing Energy Performance Initiative (SHEPI) for delivery across regions and new remote communities to reduce energy costs for customers (depending on funding commitment and approval from government).	June – (annually)	EGM Customer & Community
	• Increase uptake of rebates, concessions, energy efficiency education and products to reduce energy costs for customers.	June – (annually)	EGM Customer & Community EGM Remote Communities
9. Integrate and align Horizon Power's approach to Traditional Owner and Aboriginal community engagement.	• Review and update marketing materials and communications plans for Aboriginal communities and Traditional Owner engagement to ensure a consistent and aligned approach to communications.	December (annually)	EGM Customer & Community EGM People, Safety & Governance
	• Conduct an audit of communication channels for Aboriginal communities and implement a standardised and consistent approach.	March 2026	EGM Customer & Community
	• Develop accessible and culturally appropriate customer communication to increase accessibility of Horizon Power's services and Horizon Power's app.	December 2026	EGM Customer & Community
10. Tailor Horizon Power's marketing and communications methods, tools and approach to ensure they are culturally responsive, aligned and consistent.	• Review and update Horizon Power's RAP social media strategy to increase awareness and provide greater exposure of our reconciliation journey.	December 2025	EGM Customer & Community
	• Develop guidelines and update templates for external presentations to ensure consistent approach to sharing Horizon Power's reconciliation journey including our commitment to reconciliation.	December (annually)	EGM Customer & Community
	• Launch Remote Communities brand and update website design and content to be culturally appropriate.	December 2025	EGM Customer & Community
	• Collaborate with Aboriginal businesses, language translation and media services to tailor marketing and communications for Aboriginal communities.	December 2026	EGM Customer & Community
	• Attend industry meetings with other Government Trading Enterprises (GTEs) to align communications with remote communities.	June 2028	EGM People, Safety & Governance



Agnes Armstrong, Mirriwoong Elder, painted on the wall at the Horizon Power depot in Kununurra by artists, Jerome Davenport and George Domahidy

Respect

Respect is the cornerstone of our reconciliation journey. At Horizon Power, we are committed to creating a culturally safe and inclusive workplace by deepening our understanding of Aboriginal and Torres Strait Islander cultures, histories, and knowledge systems.

Through meaningful cultural learning, respectful engagement, and the celebration of significant events, we aim to embed respect into our everyday actions and decisions.

Guided by Traditional Owners and community voices, we ensure our practices honour cultural protocols and reflect our genuine commitment to reconciliation.



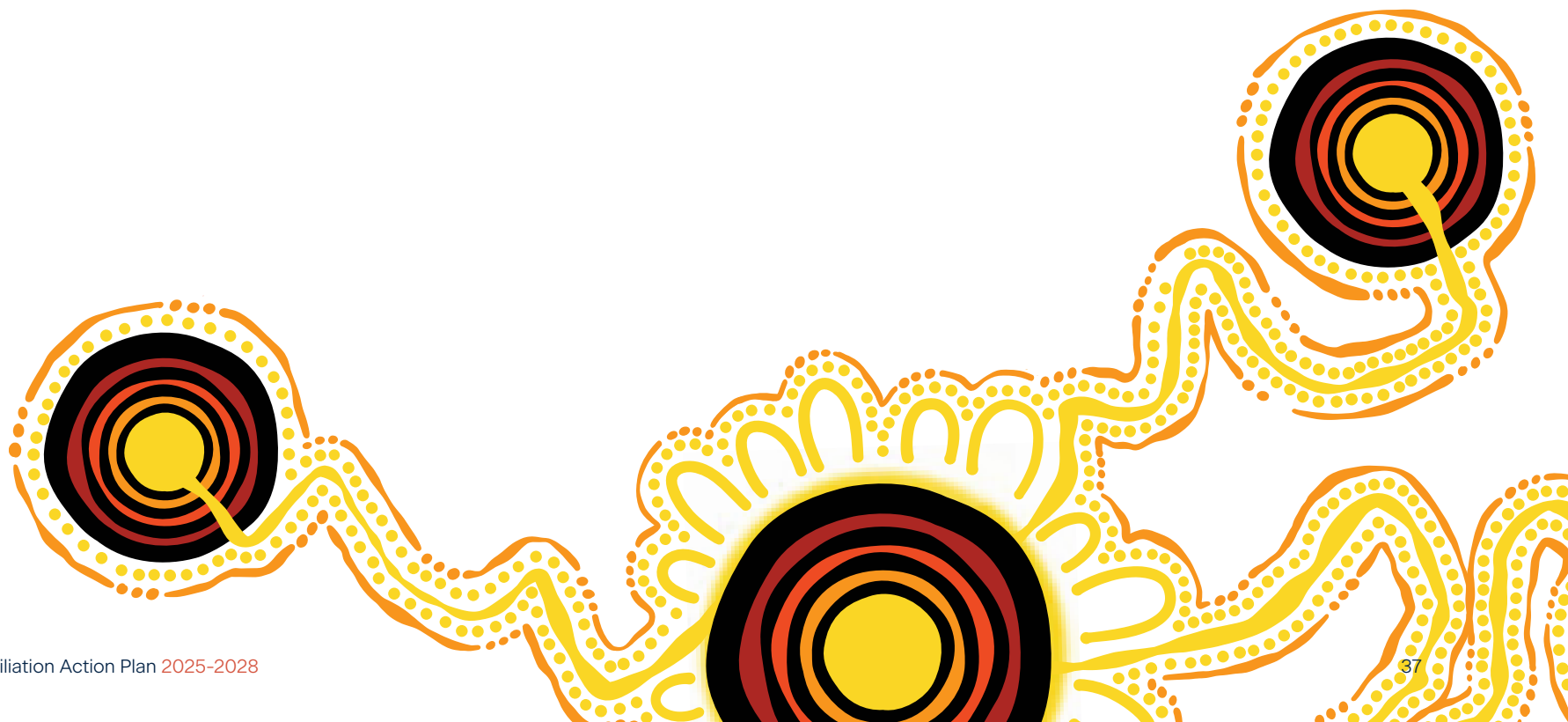
Aunty Lucilla (Lu) Martin conducts a smoking ceremony to welcome Horizon Power to Doon Doon community

Focus area: *The respect pillar aligns to Horizon Power's guiding principle for community engagement to listen, create and deliver together. Our approach includes actively listening, seeking community counsel and involvement, and co-creating, where appropriate, energy solutions that provide the best outcomes for our communities.*

Action	Deliverable	Timeline	Responsibility
11. 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.	April (annually)	EGM People, Safety & Governance
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	April (annually)	EGM People, Safety & Governance
	• Implement and communicate the cultural learning strategy for our staff.	January (annually)	EGM People, Safety & Governance
	• Commit all RAP Working Group members, People & Capability managers, senior executive group and all new staff to undertake formal and structured cultural learning.	January (annually)	EGM People, Safety & Governance
	• 90% of all Horizon Power employees complete online Cultural Awareness Training within the first three months of commencing employment.	September, December, March, June (2025, 2026, 2027, 2028)	EGM People, Safety & Governance
	• Deliver seven on-Country (face-to-face) cultural immersions (one each region) across Horizon Power's footprint.	March (annually)	EGM People, Safety & Governance
	• Develop cultural competency assessment framework and tool to assess employees' levels of cultural competence.	June (annually)	EGM People, Safety & Governance
	• Deliver site specific cultural training with Traditional Owners prior to the commencement of new projects.	June (annually)	EGM People, Safety & Governance
	• Promote resources and cultural learning opportunities offered through the Diversity Council Australia (DCA) and LinkedIn Learning.	July (annually)	EGM People, Safety & Governance

Action	Deliverable	Timeline	Responsibility
12. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December (annually)	EGM People, Safety & Governance
	• Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	June 2028	EGM People, Safety & Governance
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at two to three significant events each year.	December (annually)	EGM People, Safety & Governance
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2028	EGM People, Safety & Governance
	• Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2028	EGM People, Safety & Governance
	• Display seven Acknowledgment of Country plaques in our office/s or on our buildings.	December 2025	EGM People, Safety & Governance
13. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	July (annually)	RAP Working Group
	• Review People & Capability policies and procedures to remove barriers to staff participating in NAIDOC Week.	December 2026	EGM People, Safety & Governance
	• Support all staff to participate in seven NAIDOC Week events in our local area.	July (annually)	EGM People, Safety & Governance
	• In consultation with Aboriginal and Torres Strait Islander stakeholders, support seven external NAIDOC Week events each year.	July (annually)	EGM People, Safety & Governance

Action	Deliverable	Timeline	Responsibility
14. Expand workforce knowledge and understanding of Aboriginal cultural heritage management processes.	• Develop resources and training for project and operation teams on environment and heritage management processes to address gaps.	December 2025	EGM Future Energy
	• Develop guidelines for Traditional Owner engagement in heritage and environment management for projects and operations.	March 2026	EGM People, Safety & Governance
15. Explore and deliver opportunities for truth-telling to facilitate learning, healing and change.	• Consult Aboriginal and Torres Strait Islander employees on appropriate truth-telling activities and develop a program of events and activities.	March 2026	EGM People, Safety & Governance
	• Deliver program of truth-telling talks and activities each year.	June (annually)	EGM People, Safety & Governance



Opportunities

Creating meaningful opportunities is essential to advancing reconciliation.

At Horizon Power, we are committed to increasing Aboriginal and Torres Strait Islander participation across our workforce, supply chain, and partnerships.

Through targeted employment, career development, and procurement initiatives, we aim to build sustainable pathways that support economic empowerment and self-determination.

Guided by community input and aligned with our corporate strategy, we will continue to invest in opportunities that create lasting impact and strengthen relationships with Aboriginal and Torres Strait Islander peoples.

Our Energy Ahead program supports this commitment by delivering energy education and practical assistance to Aboriginal and Torres Strait Islander communities, helping households improve energy efficiency, reduce costs, and increase energy literacy through community-led engagement and tailored home energy audits.

To support Closing the Gap Priority Reform 4, we will develop a data sovereignty framework to help facilitate conversations with communities around the collection of data and how it will be used by them and us to support or progress initiatives within a community.



Focus area: The opportunities pillar aligns to Horizon Power's guiding principle of 'Regions first' to give preference towards local people, goods and services. We will seek local content, participation and suppliers for our commercial endeavours. A positive preference will be demonstrated to promote vibrant economic activity and build thriving communities.

Action	Deliverable	Timeline	Responsibility
16. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	June 2026	EGM People, Safety & Governance
	• Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	June 2027	EGM People, Safety & Governance
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2026	EGM People, Safety & Governance
	• Review People & Capability and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026	EGM People, Safety & Governance
	• Maintain 7% and/or 40 Aboriginal and Torres Strait Islander employees.	June 2028	EGM People, Safety & Governance
	• Develop and implement a cultural safety framework and associated training package.	December 2026	EGM People, Safety & Governance
	• Organisational Culture & Development team to attend Aboriginal Employee Forum (AEF) to increase awareness of competency framework requirements and career progression pathways.	April 2026	EGM People, Safety & Governance
	• Identify and support one to two Aboriginal and Torres Strait Islander employees to participate in the emerging leader's program or other relevant Aboriginal and Torres Strait Islander leadership programs.	April 2026	EGM People, Safety & Governance

Action	Deliverable	Timeline	Responsibility
17. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2025	CFO Finance & Corporate Services
	• Investigate Supply Nation membership.	December 2025	CFO Finance & Corporate Services
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May, August (annually)	CFO Finance & Corporate Services
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November (annually)	CFO Finance & Corporate Services
	• Maintain commercial relationships with six Aboriginal and/or Torres Strait Islander businesses.	June (annually)	CFO Finance & Corporate Services
	• Annual procurement from Aboriginal and Torres Strait Islander businesses is 10 new contracts awarded and/or \$30M spend per annum.	June (annually)	CFO Finance & Corporate Services
	• Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	August (annually)	CFO Finance & Corporate Services
18. Support community-led renewable projects.	• On request from Traditional Owners and Aboriginal Community Corporations with connection to the community and land, explore the development of community participation models in the clean energy transition and consider incorporation of the First Nations Clean Energy principles in development phases.	June 2026	EGM Future Energy EGM Remote Communities
	• Build on community energy framework 'Dreaming phase' to specify activities, timeframes, deliverables and resourcing requirements.	June 2026	EGM People, Safety & Governance
	• Develop community participation framework.	Annually	EGM Future Energy

Action	Deliverable	Timeline	Responsibility
19. Support the business with guidance on how to provide opportunities to Traditional Owners to participate in the energy transition.	• Initiate early engagement with Traditional Owners and Aboriginal communities about Future Energy Systems (FES), decarbonisation programs and remote communities planning.	December (annually)	EGM People, Safety & Governance
	• Develop the commercial policy for Traditional Owner Benefits Guidelines to support the business in developing energy projects aligned to the Traditional Owner Land Negotiation Framework.	December 2025	EGM Future Energy
20. Expand Horizon Power's corporate volunteering program to support Aboriginal and Torres Strait Islander events, community groups and programs.	• Increase of corporate volunteering with Aboriginal and Torres Strait Islander organisations in the regions by 10% and align the program to significant Aboriginal and Torres Strait Islander dates.	July (annually)	EGM People, Safety & Governance
	• Expand employee giving program to include two Aboriginal and Torres Strait Islander organisations and initiatives.	March 2027	EGM People, Safety & Governance
21. Equip leaders with the skills, tools and resources to provide culturally responsive and culturally safe support for Aboriginal and Torres Strait Islander employees.	• Develop and implement resources and training to support leaders of Aboriginal and Torres Strait Islander employees.	June 2028	EGM People, Safety & Governance
	• Explore culturally appropriate mentoring and pastoral care support providers for Aboriginal and Torres Strait Islander graduates, apprentices, trainees and interns.	June 2027	EGM People, Safety & Governance
	• Undergo a review of current First Nations talent within Horizon Power to identify high potential people, understand their leadership aspirations, and support them to transition into leadership positions.	September 2027	EGM People, Safety & Governance
	• Develop and embed cultural safety objectives into the performance planning (objectives) template.	May 2026	EGM People, Safety & Governance
22. Contribute to Closing the Gap Priority Reform 4.	• Develop a new Aboriginal data sovereignty framework to address Privacy and Responsible Information Sharing (PRIS) legislation changes and to contribute to Closing the Gap outcomes.	June 2026	EGM Technology & Digital Transformation
	• Implement an Aboriginal data sovereignty framework business wide.	October 2026	EGM Technology & Digital Transformation



Governance

Action	Deliverable	Timeline	Responsibility
23. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August (annually)	RAP Working Group
	• Review and update the Terms of Reference for the RAP Working Group, RAP Champion Working Group and the RAP Steering Committee.	August (annually)	RAP Working Group
	• Meet at least four times per year to drive and monitor RAP implementation.	August, November, February, May (2025, 2026, 2027, 2028)	RAP Working Group
24. Provide appropriate support for effective implementation of RAP commitments.	• Embed resource needs for RAP implementation.	August (annually)	EGM People, Safety & Governance
	• Embed key RAP actions in performance expectations of senior management and all staff.	August (annually)	EGM People, Safety & Governance
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	August (annually)	EGM People, Safety & Governance
	• Maintain an internal RAP Champion from senior management.	August (annually)	EGM People, Safety & Governance
	• Include our RAP as a standing agenda item at senior management meetings.	August (annually)	EGM People, Safety & Governance
	• Align and embed the Aboriginal Engagement Strategy (AES) and Reconciliation Action Plan (RAP) to the Horizon Power Corporate Strategy 2025 – 2030.	January 2026–2027	EGM People, Safety & Governance
	• Develop a RAP induction including RAP key messages outlining Horizon Power's commitment to reconciliation, values and behaviours for internal and external use.	July 2026	RAP Working Group

Action	Deliverable	Timeline	Responsibility
25. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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)	EGM People, Safety & Governance
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey. 	August (annually)	EGM People, Safety & Governance
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September (annually)	EGM People, Safety & Governance
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	March, June, September, December (2025, 2026, 2027, 2028)	EGM People, Safety & Governance
	<ul style="list-style-type: none"> Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings. 	July (annually)	EGM People, Safety & Governance EGM Customer & Community
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	April 2026	EGM People, Safety & Governance
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	August 2028	EGM People, Safety & Governance
	<ul style="list-style-type: none"> Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation. 	October 2026, 2027	EGM People, Safety & Governance.
	<ul style="list-style-type: none"> Report annually on the work of the Remote Communities division. 	August (annually)	EGM Remote Communities
26. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	January 2028	EGM People, Safety & Governance.

Contact details

For enquiries relating to Horizon Power's
Stretch Reconciliation Action Plan, please contact:

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