



RECONCILIATION ACTION PLAN

INNOVATE | May 2021 – May 2023



From the Artist



The *Basins to Beach* artwork represents Arrow Energy's story in an Aboriginal way. The name *Basins to Beach* refers to gas extracted from the Surat and Bowen coal basins and piped to Gladstone, and depicts:

- gas wells and how they are connected
- water and how it is treated
- Arrow's commitment to the environment
- Arrow's negotiations and ongoing relationships with Traditional Owners, landholders and the broader community
- increased activities associated with the project.

This painting was quite a challenge as I had to ensure that the background and dot overlay worked together harmoniously.

I have calculated that there are approximately 432,000 individual dots on this piece, which measures 960mm x 1600mm.

The artwork has been reproduced digitally in three colour variations representing farmland, the outback and the ocean.

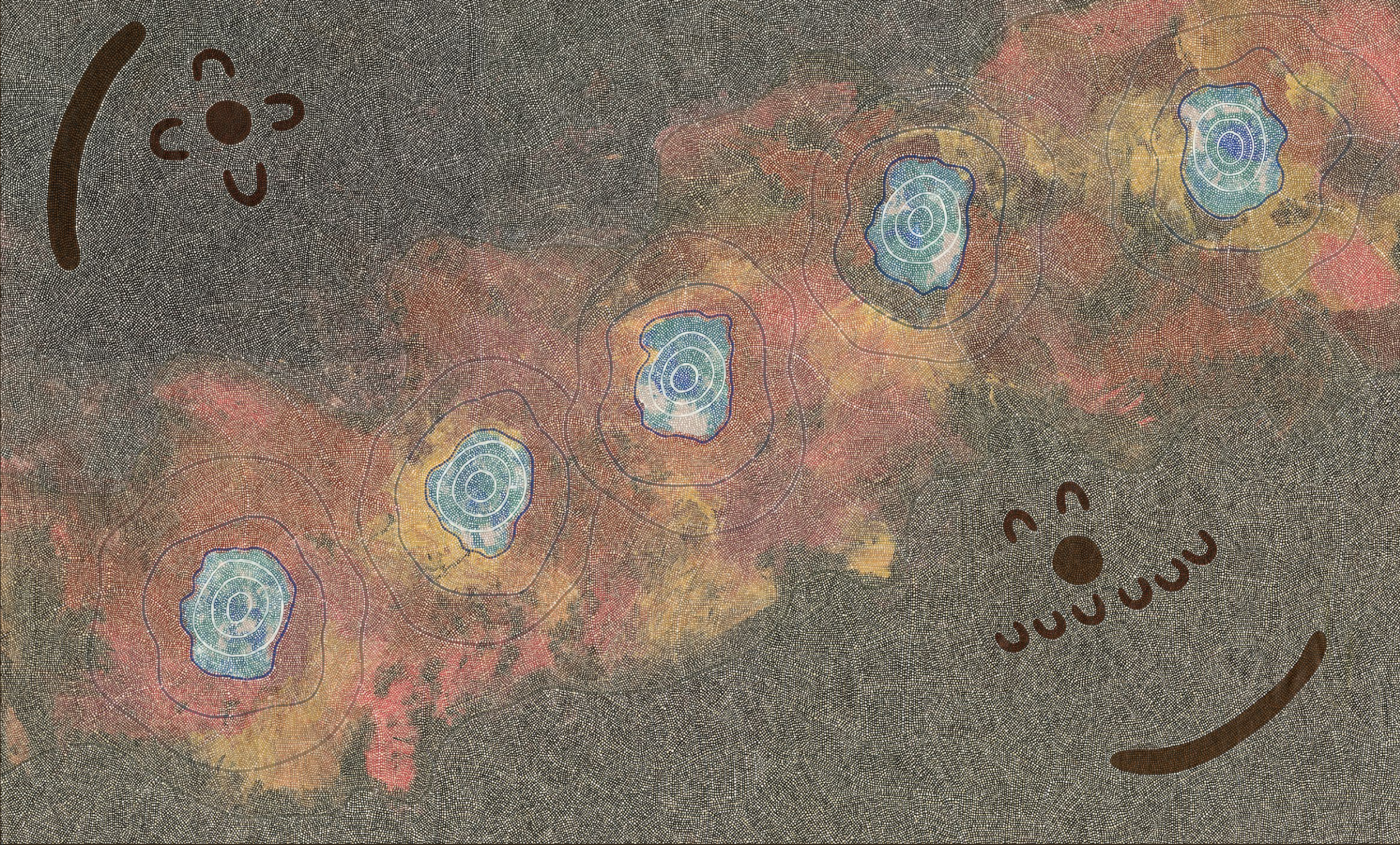
I am really happy with how the artwork has turned out. The image has great depth, and an array of visual effects depending on the distance and angle at which you view the painting.

A handwritten signature in cursive script that reads "Daniel Romaine".

Daniel Romaine

Acknowledgement

Arrow Energy acknowledges the Traditional Owners of the lands across Australia. We recognise and respect Aboriginal and Torres Strait Islander peoples and their unique position in Australian culture and history, and pay our respects to their Elders past, present and emerging.



Basins to Beach by Daniel Romaine

About Arrow Energy



Our business

Arrow Energy is an integrated coal seam gas (CSG) company that develops gas fields, produces and sells CSG and generates electricity.

Arrow produces CSG from fields in the Surat Basin in southern Queensland and Bowen Basin in central Queensland. Our exploration and production tenures cover about 15,000km² of Queensland. The company is supporting the demand for cleaner fuels through gas supply.

Arrow is headquartered in Brisbane and has regional offices in Dalby (Surat Basin) and Moranbah (Bowen Basin). In Australia, we directly employ 630 people, of which nine (1.4%) identify as Aboriginal and/or Torres Strait Islander people.

Our southern Queensland operations are along the eastern edge of the Surat Basin. We have been producing and selling gas from here since 2006, overwhelmingly for the domestic market. Our Surat Basin gas is sold to the operators of four gas-fired power stations, including our own Braemar 2 power station near Dalby.

In April 2020, we sanctioned the start of the first phase of the Surat Gas Project. The Surat Gas Project is a world-scale undertaking that will bring the majority of our Surat Basin gas reserves to market over 27 years.

Our central Queensland operations target gas from the Bowen Basin. This gas supplies north Queensland power generators and industrial users through the 391km North Queensland Gas Pipeline to Townsville. The Moranbah Gas Project (a 50/50 joint venture between Arrow and AGL Energy) has been commercially selling Bowen Basin gas since 2004.

Arrow is presently working to unlock the full resources of our Bowen Basin tenure.

In central and southern Queensland, we have 600MW of gas-fired power generation, enough to power 800,000 average homes.

For more information on Arrow Energy, see www.arrowenergy.com.au

Our culture

Our Vision

To be the most competitive and respected developer of unconventional gas value chains in Australia.

Our Values

- **Respect:** We treat all people, inside and outside Arrow, with dignity and respect.
- **Lead:** We lead by continually seeking ways to improve safety, delivery, cost, quality, and teamwork.
- **Integrate:** We are seamless in our coordination between departments, groups and systems to drive continuous improvement.
- **Solve:** We view challenges not as barriers but as opportunities to improve through innovation and change.
- **Own:** We think and act like owners, taking personal responsibility for Arrow's business performance and conduct.



Our reconciliation vision

We share Reconciliation Australia's vision of a just, equitable and reconciled Australia.

Our company's reconciliation vision is to build respectful, enduring and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples.

This is a sensible business decision as much as it is about reconciliation: the availability of skilled workers and strong suppliers is to Arrow's competitive advantage.

Our company values- respect, lead, integrate, solve and own- capture the spirit of our commitments to reconciliation and creating shared value with Aboriginal and Torres Strait Islander peoples. Our Innovate RAP is a sign of these values in action.

When developing and implementing our Innovate RAP we will:

- **Respect:** by investing in developing better understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences to create strong working relationships with Aboriginal and Torres Strait Islander communities, based on trust and mutual respect.
- **Lead:** by supporting reconciliation through our words and our actions, including ensuring our policies and processes are free of bias and discrimination, and by striving to be a positive influence in the industry and community.
- **Integrate:** by recognising and valuing the diverse Aboriginal and Torres Strait Islander cultures and experiences of our staff and the communities we work; and seeking to better integrate these diverse strengths, abilities, interests and perspectives in our business.
- **Solve:** by embracing innovation and change, to create meaningful employment for Aboriginal and Torres Strait Islander peoples and grow the representation of Aboriginal and Torres Strait Islander businesses in our supply chain.
- **Own:** by engaging in opportunities to learn more about the historical and contemporary injustices faced by Aboriginal and Torres Strait Islander peoples; and by taking personal responsibility to ensure our workplaces are culturally safe.

A note from our Chief Executive Officer



I am incredibly excited to be launching Arrow Energy's Innovate Reconciliation Action Plan. As the CEO of a company of people from more than 20 countries, I understand the value of diversity, and the focus it takes to ensure that translates into inclusion and respect.

Arrow has worked hard towards fostering this attitude internally and externally. In two decades of Queensland operations, Arrow has supported communities in its areas of operations, particularly in regional Queensland. This is especially so with members of the Traditional Owner groups with whom Arrow has formalised Indigenous land use agreements. We have walked some way along this path but more lies ahead.

We have invested in future generations through activities with the Beyond the Broncos Indigenous Girls Academy, run by the Brisbane Broncos rugby league club, AFL SportsReady's Indigenous Traineeships and Apprenticeships Programs, and through our Indigenous Scholarships Program with five Queensland universities. We will continue forward in the same vein.

Arrow's Whanu Binal program, run as part of our reconciliation action plan since 2013, is our primary vehicle for building the capacity of Aboriginal and Torres Strait Islander businesses. As I write, Arrow is partnered with CQ University to deliver a refreshed and highly innovative new version of this program, utilising digital platforms and collaboration tools.

Through Whanu Binal, and our broader Indigenous development initiatives, we are genuinely committed to ensuring Aboriginal and Torres Strait Islander entrepreneurs and businesses can actively participate in the gas supply chain, the incredible wealth creation opportunities of the resources industry, and the wider Australian economy.

In 2021, Arrow can reflect on almost a decade of respectful relationships with Aboriginal and Torres Strait Islander people. But let's not lose perspective; this is one decade against 60,000 years of Aboriginal and Torres Strait Islander history. Arrow's past decade of action is just a small start, and I look forward to being part of the journey still to come.

The path to reconciliation is long, and there remain significant gaps of disadvantage to close. As an industry, we must strengthen our commitment to "truth-telling, actively addressing issues of inequality, systemic racism and instances where the rights of Aboriginal and Torres Strait Islander peoples are ignored, denied or reduced" (Reconciliation Australia).

I believe that Arrow's new Innovate RAP will extend and deepen our company's respectful, enduring and mutually-beneficial relationships with Aboriginal and Torres Strait Islander people.

Thank you very much.

Cecile Wake
Chief Executive Officer



A message from Reconciliation Australia

Reconciliation Australia commends Arrow Energy on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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 Arrow Energy 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, Arrow Energy 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. Arrow Energy 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 Arrow Energy's readiness 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 Arrow Energy on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Reconciliation Action Plan



When we launched our original Reconciliation Action Plan (RAP) in 2013, we were the first Queensland coal seam gas company to do so.

Since the beginning of our reconciliation journey, we have:

- funded more than 25 tertiary scholarships at Queensland universities every year, exclusively for Aboriginal and Torres Strait Islander students
- delivered supplier development through our Whanu Binal program, to enable Aboriginal and Torres Strait Islander businesses to work in our supply chain, and broader economy
- invested in our partners, like the Brisbane Broncos and AFL SportsReady, to boost education, training and employment opportunities for students and school leavers
- maintained a support network, Bundagadan (meaning rainbow from this place), for our Aboriginal and Torres Strait Islander staff

- embedded an Acknowledgement of Country at all significant meetings, and delivered compulsory cultural awareness training for all staff
- upheld our Indigenous land use agreements with Traditional Owner groups in our tenure areas in regional Queensland.
- funded local community-controlled organisations, through our Brighter Futures Community Program, to run grassroots programs and events.

While we are proud of our progress, there have been challenges and key learnings throughout our reconciliation journey. We have chosen to focus on and incorporate these opportunities for improvement into this, and future RAPs.

In the next few years we will:

- set and achieve our targets for Aboriginal and Torres Strait Islander employment and supplier use, both directly by Arrow and through our supply chain

- extend our cultural awareness program to focus on cultural capability
- maintain our focus on delivering sustainable benefits through our social investments
- strengthen our RAP governance to better coordinate delivery of our RAP actions.

This is the platform upon which we have been able to build the Arrow Energy Innovate RAP 2021-2023 a document of our next steps.

The *Arrow Energy Innovate RAP 2021-2023* documents what we are doing and what we will do, but it's just that – a document. The people of Arrow are the living proof of reconciliation in action.



Our RAP Working Group

Arrow's reconciliation efforts are championed by Arrow's RAP Working Group Chair Leisa Elder, Vice President – External Relations and Tenure Management.

The working group is responsible for driving the governance of our RAP, including reporting on our progress to Reconciliation Australia and Arrow's Leadership Team.

The RAP Working Group comprises six representatives from across Arrow's operations and key functional areas. Three of our current RAP Working Group members identify as Aboriginal.

Membership

Leisa Elder, Vice President – External Relations & Tenure Management, Arrow Energy

Principal Social Investment & Indigenous Relations, Arrow Energy

Health & Safety Advisor, Arrow Energy

Learning & Development Specialist, Arrow Energy

Principal – Local Content, Arrow Energy

Principal Sustainable Development & Government Relations, Arrow Energy

Our reconciliation journey

2011

Commenced offering cultural awareness training for all staff

2013

- Launched Arrow's first RAP
- Launched our Whanu Binal Indigenous supplier development program

2015

- Developed our first Indigenous recruitment and retention plan
- Delivered a Leadership Program for Aboriginal and Torres Strait Islander staff

2012

Partnered with Queensland universities to fund 25 scholarships assisting Aboriginal and Torres Strait Islander students to access and complete higher education

2014

Became Foundation Partner of the Heart of Australia and jointly launched the first mobile specialist medical service to tackle health inequality in rural and regional Queensland, with a focus on Aboriginal and Torres Strait Islander health outcomes

2016

Partnered with AFL SportsReady to fund the placement and mentoring of Aboriginal and Torres Strait Islander Trainees within Arrow and various community organisations

2017

Commenced Arrow's Indigenous Apprenticeship Program with two apprentices joining our Bowen Operations

2019

Partnered with CQUniversity to deliver Arrow's Whanu Binal program aimed at increasing Aboriginal and Torres Strait Islander participation in our supply chain

2018

Partnered with Beyond the Broncos to expand the Indigenous Girls Academy into Surat-based schools and provide extra education support to more than 300 students annually

2020

- Became a corporate member of Supply Nation to increase procurement of goods and services from Aboriginal and Torres Strait Islander businesses
- Whanu Binal wins Queensland Resources Council's Best Company Indigenous Procurement Initiative award

2021

Innovate RAP launched

Our RAP partners

Arrow Energy will continue to collaborate with organisations from various sectors to create meaningful opportunities for Aboriginal and Torres Strait Islander individuals, groups and communities, and to encourage widespread support for the reconciliation movement.



Brisbane Broncos

Arrow's long-standing partnership with the Brisbane Broncos delivers initiatives aimed at increasing educational attainment and promoting healthy lifestyles in the communities Arrow operates.

The Beyond the Broncos Indigenous Girls Academy is focussed on delivering mentoring and educational support that encourages girls, from Years 7 to 12, to complete schooling and successfully transition into further education or employment.

With Arrow's support, the Broncos are working directly with eight Surat-based secondary schools and assisting over 300 students each year to achieve their study and career goals.



Heart of Australia

Arrow Energy is Foundation Partner of the Heart of Australia service.

With Arrow's support, Heart of Australia's first mobile medical clinic hit the road in 2014. The fleet has since grown to four mobile clinics, with another soon to be added.

The service brings medical specialists to regional, rural and remote areas of Queensland on a regular rotation, with specialities ranging from cardiology to gastroenterology, gynaecology and neurology.

About 15 per cent of its patients identify as Aboriginal and/or Torres Strait Islander. The Heart of Australia service directly contributes to closing the gap in life expectancy in rural and remote Queensland.



Queensland universities

The Arrow Energy Indigenous Tertiary Scholarship program is delivered with leading Queensland universities.

Since 2012, we have maintained over 25 scholarships annually to support more students to access and complete university study.

These scholarships are available for students studying at CQUniversity, Griffith University, James Cook University, University of Southern Queensland and Queensland University of Technology.

The partnership provides scholarships of \$5000 for part-time students and \$10,000 for full time students.



CQUniversity

Together with CQUniversity, Arrow is supporting the growth of the Aboriginal and Torres Strait Islander business sector through its Whanu Binal Program.

Since commencing in 2013, Whanu Binal has evolved as needs have changed, and CQUniversity's approach – including its established online delivery methods – is ensuring the training continues amid the COVID-19 environment.

Created for emerging and established entrepreneurs, Whanu Binal offers a virtual yarning space, inclusive learning styles, experienced mentors, and networking with peers and business accelerator organisations.

Participants are supported to custom-build their own portfolio as they take their enterprise or business concept to the next stage.



Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Indigenous stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2021	Vice President External Relations & Tenure Management
	• Develop and implement an engagement plan to guide work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2021	Vice President External Relations & Tenure Management
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	May 2021, 2022	Vice President External Relations & Tenure Management
	• RAP Working Group members to participate in an external National Reconciliation Week event.	May 2021, 2022	Vice President External Relations & Tenure Management
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	May 2021, 2022	Chief Executive Officer
	• Organise at least one National Reconciliation Week event each year.	May 2021, 2022	Vice President External Relations & Tenure Management
	• Register all our National Reconciliation Week events on Reconciliation Australia's website .	May 2021, 2022	Vice President External Relations & Tenure Management
3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage our staff in reconciliation and to measure their engagement.	November 2021, 2022	Vice President External Relations & Tenure Management
	• Communicate our commitment to reconciliation publicly.	May 2021, 2022	Chief Executive Officer
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2021, 2022	Vice President External Relations & Tenure Management
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2021, 2022	Vice President External Relations & Tenure Management

We will invest in building and maintaining positive relationships with Aboriginal and Torres Strait Islander stakeholders and will listen, learn and act on their priorities and feedback.

By forging stronger relationships with all our stakeholders, we believe we will be better placed to work together to solve problems and create opportunities, including for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none">Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2021	General Manager Human Resources
	<ul style="list-style-type: none">Engage with Aboriginal and Torres Strait Islander staff to consult on our anti-discrimination policy.	February 2022	General Manager Human Resources
	<ul style="list-style-type: none">Develop, implement and communicate an anti-discrimination policy for our organisation	July 2022	General Manager Human Resources
	<ul style="list-style-type: none">Educate senior leaders on the drivers/causes, behaviours and effects of racism.	August 2021, 2022	General Manager Human Resources



Respect



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within the organisation 	November 2021	General Manager Human Resources
	<ul style="list-style-type: none"> Consult Traditional Owners and Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	February 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members and HR managers to participate in formal and structured learning. 	June 2021, 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Ensure all staff and contractors complete Aboriginal and Torres Strait Islander cultural awareness training. 	December 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Cultural Capability Framework including: <ul style="list-style-type: none"> - online cultural learning - face-to-face cultural workshops - cultural immersion activities and events. 	September 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Implement a senior leaders cultural awareness program. 	June 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Deliver Lunch 'n Learn Sessions on four key topics: <ul style="list-style-type: none"> - United Nations Declaration on the Rights of Indigenous Peoples - Native Title - Cultural Heritage - Uluru Statement from the Heart 	June 2021, 2022	General Counsel
6. Apply best practice methods to ensure compliance with our legal and moral obligations to protect and conserve Cultural Heritage.	<ul style="list-style-type: none"> Develop and implement targeted Cultural Heritage training for relevant staff and contractors. 	September 2021, 2022	Vice President Strategy, New Business & Development
	<ul style="list-style-type: none"> Review and update Cultural Heritage standards, guidelines and procedures to meet industry benchmarks. 	August 2021, 2022	Vice President Strategy, New Business & Development
	<ul style="list-style-type: none"> Explore opportunities to support a language revitalisation project with Traditional Owners. 	October 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Explore opportunities to support Traditional Owners with protecting, preserving and sharing cultural material. 	September 2022	Vice President Strategy, New Business & Development

As one of our core values, we always seek to engage with respect.

By increasing cultural capability throughout our business, we will foster greater respect and inclusion between employees and in-turn strengthen our relationships with Aboriginal and Torres Strait Islander peoples and better position us to positively influence the industry and communities we operate in.

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2021	Vice President External Relations & Tenure Management
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	2021, 2022, 2023	Chief Executive Officer
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2021, 2022, 2023	General Manager Human Resources
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of every quarterly Town Hall meetings for all staff.	2021, 2022, 2023	Chief Executive Officer
	• Increase visibility of Aboriginal and Torres Strait Islander cultures in offices by including, but not limited to, artwork and signage as opportunities arise.	May 2021, 2022	General Manager Human Resources
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	June 2021, 2022	Vice President External Relations & Tenure Management
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2021, 2022	General Manager Human Resources
	• Promote and encourage participation in external NAIDOC events to all staff.	June 2021, 2022	Vice President External Relations & Tenure Management

Opportunities



Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Indigenous recruitment, retention and professional development.	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. <i>Target- Year on year increase in the number of Aboriginal and Torres Strait Islander persons employed in our workforce and total wage spend on Aboriginal and Torres Strait Islander employees.</i> 	December 2021, 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed indirectly in our supply chain. <i>Target - Year-on-year increase in the number of Aboriginal and Torres Strait Islander persons employed in our supply chain and total wage spend on Aboriginal and Torres Strait Islander employees.</i> 	December 2021, 2022	General Manager Contracts, Procurement and Logistics
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	August 2021, 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to develop and implement a recruitment, retention and professional development strategy. 	December 2021, 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	May 2021, 2022, 2023	General Manager Human Resources
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	September 2021, 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Establish an Internship Program offering three placements annually. 	January 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Establish a Graduate Program offering three identified placements. 	January 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Maintain an Aboriginal and Torres Strait Islander staff network 'Bundagadan' offering informal and formal mentoring support. 	May 2021, 2022, 2023	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Promote access to Studies Assistance (Study Leave, Financial Assistance) to complete work-related higher education. 	June 2021, 2022	General Manager Human Resources

We will meet our Indigenous Land Use Agreement (ILUA) and Social Impact Management Plan (SIMP) obligations; and ensure that Aboriginal and Torres Strait Islander peoples benefit, directly and indirectly, from the social, economic and environmental opportunities created by our business.

By creating opportunities for Aboriginal and Torres Strait Islander people and organisations we build diversity into our workforce and procurement processes. The benefits gained by Arrow Energy from greater diversity are significant; a stronger supply chain, greater innovation and improved employee engagement.

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Support and promote Aboriginal and Torres Strait Islander employees through Individual Development Plans. 	June 2021, 2022	General Manager Human Resources
	<ul style="list-style-type: none"> Establish a panel of specialist Indigenous HR services: <ul style="list-style-type: none"> - Cultural capability trainers - Employee Assistance Program. 	December 2021	General Manager Human Resources
	<ul style="list-style-type: none"> Expand the Apprenticeships Program to create an additional two full-time positions as part of the Surat Gas Project. 	January 2022	Chief Operating Officer
	<ul style="list-style-type: none"> Explore opportunities for secondary students to undertake 'work experience' within Arrow Energy, our contractors and community partners. 	August 2021, 2022	General Manager Human Resources
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic, social and environmental outcomes.	<ul style="list-style-type: none"> Increased Arrow Energy and Contractor engagement and spend with Aboriginal and Torres Strait Islander businesses. <i>Target- Year on year increase in the number of Indigenous businesses participating in our supply chain and total spend on Indigenous businesses.</i> 	December 2021, 2022	General Manager Contracts, Procurement & Logistics
	<ul style="list-style-type: none"> Develop and implement an Indigenous procurement strategy. 	July 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Continue Supply Nation membership and encourage staff and contractors to access supplier database, resources and training. 	November 2021, 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Review and update Indigenous Participation Plans to include key performance indicators for Indigenous supplier use and workforce. 	May 2021, 2022, 2023	General Manager Contracts, Procurement & Logistics
	<ul style="list-style-type: none"> Communicate all opportunities for procurement of goods and services via the Supply Nations' Member Opportunity Board (MOB). 	May 2021, 2022, 2023	General Manager Contracts, Procurement & Logistics
	<ul style="list-style-type: none"> Review procurement policies and practices to remove barriers to procuring goods and services from Indigenous businesses. 	December 2021, 2022	General Manager Contracts, Procurement & Logistics
	<ul style="list-style-type: none"> Provide tailored training and guidance to enable Contract Managers to deliver year-on-year improvement in Indigenous Participation Plan outcomes throughout the contract lifecycle. 	September 2021, 2022	General Manager Contracts, Procurement & Logistics



Opportunities

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Develop appropriate guidance and accountability measures for Major Contractors to support development, implementation and reporting of their Indigenous Participation Plans. 	November 2021, 2022	General Manager Contracts, Procurement & Logistics
	<ul style="list-style-type: none"> Continue to develop and implement the Whanu Binal program to increase Indigenous supplier use and workforce outcomes. 	October 2021, 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Host key stakeholder events (e.g. Meet the Buyer, Supplier Briefings) connecting Contractors, Indigenous suppliers and Arrow representatives. 	November 2021, 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Maintain a database to track (direct and indirect) Indigenous supplier use and employment and produce quarterly progress reports. 	June 2021, 2022	General Manager Contracts, Procurement & Logistics
	<ul style="list-style-type: none"> Explore opportunities to engage Indigenous businesses to undertake environmental works (ecology services, vegetation services and fauna services). 	September 2021, 2022	Vice President Strategy, New Business & Development
	<ul style="list-style-type: none"> Explore opportunities to undertake a joint conservation and land management research project with Traditional Owners. 	September 2021, 2022	Vice President Strategy, New Business & Development
	<ul style="list-style-type: none"> Explore opportunities to collaborate with Indigenous organisations and landholders to jointly undertake carbon abatement activities. 	September 2021, 2022	Vice President Strategy, New Business & Development
	<ul style="list-style-type: none"> Develop tailored learning material and provide workshops and coaching to support Indigenous businesses to pre-qualify against health, safety and environmental standards and practices. 	September 2021, 2022	Vice President Health, Safety and Environment

Action	Deliverable	Timeline	Responsibility
11. Year-on-year improvement in social outcomes tied to social contribution and social investment programs.	<ul style="list-style-type: none"> Encourage Aboriginal and Torres Strait Islander organisations to apply for grants and sponsorships for community activities as part of the Brighter Futures Community Program. 	June 2021, 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Continue partnering with Queensland universities to provide at least 25 Indigenous Tertiary Scholarships annually. 	August 2021, 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Maintain the Indigenous Traineeships Program to create a minimum of five full-time traineeships annually, hosted by Arrow and its community partners. 	August 2021, 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Continue supporting partners like Beyond the Broncos Indigenous Girls Academy to deliver improvement in Indigenous student attendance, Year 12 completion and school-to-work transitions in Surat Basin secondary schools. 	August 2021, 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Continue supporting partners like Heart of Australia to deliver improved access and affordability of specialist health services to the Aboriginal and Torres Strait Islander population in rural and regional Queensland. 	August 2021, 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Continue supporting partners like Endeavour Foundation to establish Virtual Reality Learning Hubs assisting students in Surat and Bowen basin schools with learning disabilities. 	August 2021, 2022	Vice President External Relations & Tenure Management
	<ul style="list-style-type: none"> Explore opportunities for staff to donate and volunteer with Aboriginal and Torres Strait Islander charities and causes. 	March 2022, 2023	Vice President External Relations & Tenure Management



Governance

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	May 2021, 2022, 2023	Vice President External Relations & Tenure Management
	• Establish and apply a Terms of Reference for the RAP Working Group.	May 2021	Vice President External Relations & Tenure Management
	• Meet each quarter to drive and monitor RAP implementation.	2021, 2022, 2023	Vice President External Relations & Tenure Management
13. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	May 2021	Vice President External Relations & Tenure Management
	• Embed RAP commitments in annual goal setting for all senior leaders.	February 2022, 2023	Chief Executive Officer
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2021, 2022	Vice President External Relations & Tenure Management
	• Appoint and maintain an internal RAP Champion from senior management.	May 2021, 2022, 2023	Chief Executive Officer
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Report RAP progress to RAP Working Group and senior leaders quarterly.	2021, 2022, 2023	Vice President External Relations & Tenure Management
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021, 2022	Vice President External Relations & Tenure Management
	• Provide internal update of RAP progress to all staff during staff update events.	November 2021, 2022	Chief Executive Officer
	• Publicly report our RAP achievements, challenges and learnings, annually.	November 2021, 2022	Vice President External Relations & Tenure Management
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Vice President External Relations & Tenure Management
15. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	November 2022	Vice President External Relations & Tenure Management

Meet our team





Beck Weaver

**HSE Field Advisor
Arrow Energy**

"I joined Arrow Energy in 2013 as a field HSE advisor providing support to our Well Delivery operations in the Surat Basin. What started as a short-term position led to a seven-year journey that has included the opportunity to be a part of the organisation's growth across both the Surat and Bowen basins and involvement all areas of field operations.

During my time at Arrow I have been a recipient of educational support to complete my bachelor's degree, a leadership development program and have been part of an amazing indigenous employee network that has afforded me an opportunity to give back to my wider community as both a proud Kamilaroi woman and as representative of Arrow Energy.

Whether I am in the field as a member of the HSE team, standing in front of my work colleagues as a presenter or participating as a member of our Indigenous scholarship committee it has been deadly to see how Arrows Indigenous programs are having a positive influence within our communities and it makes me proud to know that I belong to an organisation that wants us all to go further.'



Danielle Ah Boo

**Financial Accountant
Arrow Energy**

"I am a proud Torres Strait Island woman, born and raised on Thursday Island.

I joined Arrow in 2018 as a Finance Graduate and now placed in a permanent role as a Financial Accountant in the General Accounting Team.

At Arrow, we have four teams which, combined, make up the finance department.

My graduate role was structured so that I was able to do rotations around the teams which gave me the opportunity to gain experience from all aspects of Arrow's finance department.

Further with continued support, I am now completing my Chartered Accountants Program with full support of Arrow. To have this support is positive and motivating."



Tommy Waria

Apprentice Arrow Energy

"Since joining Arrow Energy it was quite an eye-opening experience, coming from being a Road Supervisor up in Cape York to joining Arrow in August 2018 with no prior gas sector experience. I think it was a matter of 'the right place at the right time' and being lucky to gain an opportunity in Moranbah starting a traineeship to complete a Cert III in Process Operating.

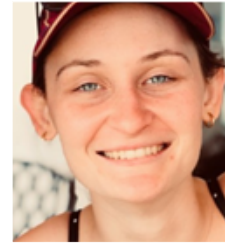
I was first introduced to the wellfield side of operations which take control of operating and maintaining the gas wells and was warmly welcomed by an awesome team who were super supportive in guiding me through the traineeship.

As an Indigenous employee for Arrow it was great to be involved in the Indigenous Relations events and to be given the opportunity to be involved gave me time for a yarn with other young Indigenous people and sharing my story with them.

After completing the traineeship, I was offered an opportunity to complete a Mechanical Fitters trade with the company and having had such a good experience with Arrow for my traineeship, it was an easy decision to accept the offer. On starting the apprenticeship, I was moved into the gas compression side of operations operating and maintaining the big gas compressors.

Working with Arrow has been a pleasure. Having the amount of support and attention to detail towards my training has really started to help me shape my career as a mechanical fitter. From day one I have felt like part of the team – having a wealth of knowledge around me and a team of people that are happy to give you the time to show the ropes.

I'm looking forward to the next three years of completing my mechanical apprenticeship."



Merinda Walters

Scholarship Recipient Graduate from James Cook University

"I am a proud Kamilaroi woman. I became a recipient of the Arrow Energy - JCU Go Further Indigenous Tertiary Scholarship in 2019 and have been able to experience the very best opportunities University has to offer. I am the first in my family to attend University and indeed the first to pursue a career in science.

With the support of the Arrow Energy scholarship, I was able to partake in two separate internships in Brisbane with GHD, an international company. Since completing these internships, I signed a Graduate Position contract with the Cairns office upon the completion of my degree in November 2020. As a Graduate Environmental Scientist, I feel as though I will have the opportunity to really make a difference in that I will part of the team that ensures progress in the development world is made sustainably."



Jed Fraser

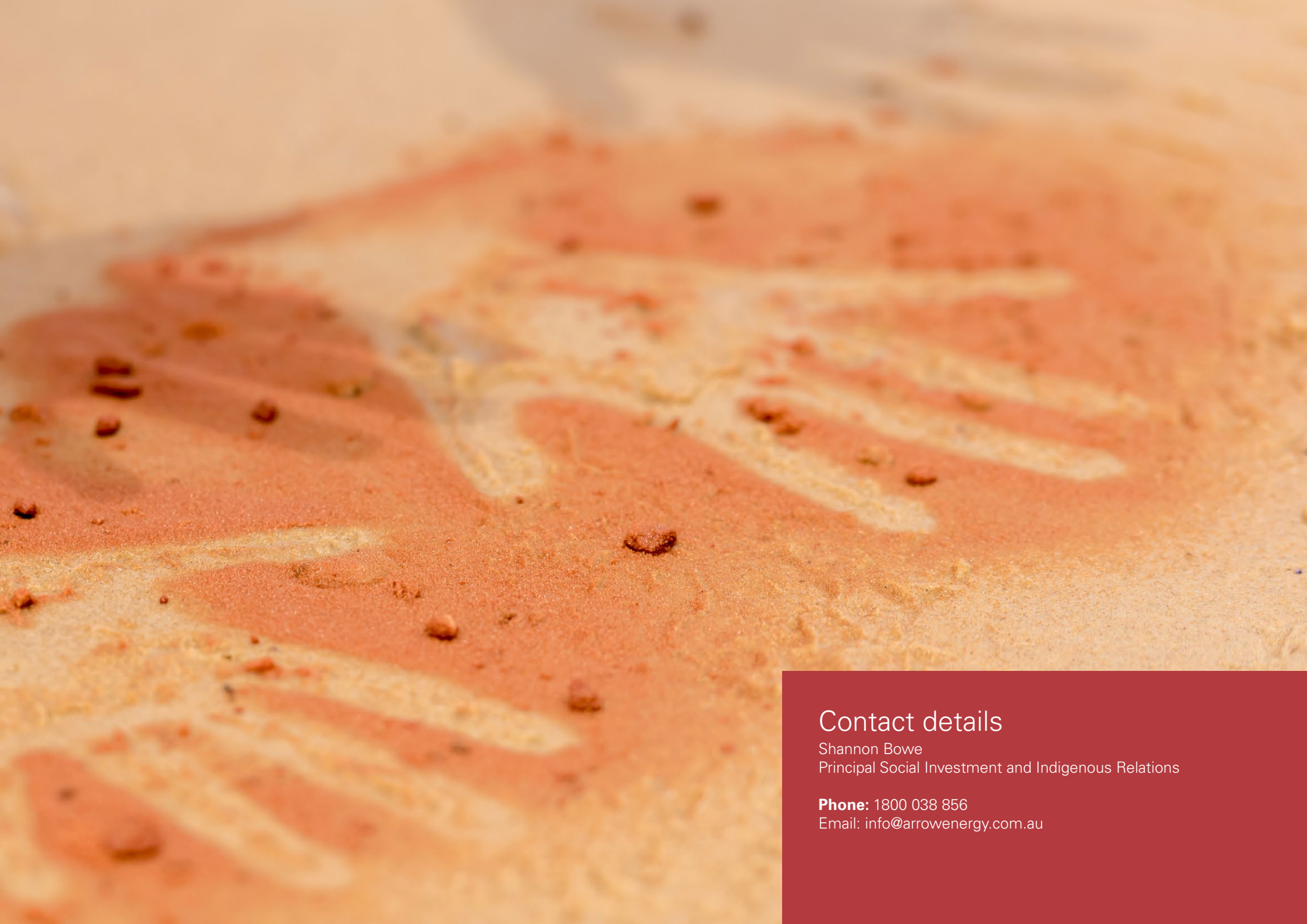
Scholarship Recipient

Graduate from Queensland University of Technology

"I am a proud Aboriginal man coming from the Bidjara and Mandandanji clan. While in my second year of a Bachelor of Exercise and Movement Science at Queensland University of Technology (QUT) I was successful in receiving support from Arrow Energy's Go Further Indigenous Tertiary Scholarship.

The scholarship helped to ease financial burdens while studying full-time. It also allowed me to focus on my studies and engage with Aboriginal and Torres Strait Islander communities - something I am very passionate about. As new career paths began to open-up, I was able to find my passion for community work and Indigenous health.

With the continued support from the scholarship, I was able to pursue my Masters in Public Health at QUT (graduated July 2020) while working as a Research Officer with Queensland Aboriginal and Island Health Council (QAIHC). Through my study and work I hope to make a real difference to the communities around me in a meaningful way."



Contact details

Shannon Bowe
Principal Social Investment and Indigenous Relations

Phone: 1800 038 856
Email: info@arrowenergy.com.au



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ACTION PLAN

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Find out more online @

www.arrowenergy.com.au

1800 038 856

info@arrowenergy.com.au

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