

Artwork: 'Kunjar's visit' © by Tricia Leslie Barber

# INNOVATE RECONCILIATION ACTION PLAN

APRIL 2026 – APRIL 2028





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## Acknowledgement of Country

Arrow Energy acknowledges the Traditional Custodians of the lands, seas and waters across Australia. We honour the wisdom of Aboriginal and Torres Strait Islander Elders past and present, and embrace future generations.

Our Innovate Reconciliation Action Plan (RAP) considers the livelihoods of Aboriginal and Torres Strait Islander peoples across Australia, including the wellbeing, cultural and socio-economic factors contributing to the health, impacts and outcomes of Australia's First Peoples.

We appreciate and acknowledge the Aboriginal and Torres Strait Islander people who provided their time, knowledge, and perspectives throughout the development of our Innovate RAP.

# From the Artist

## *'Kunjar's Visit'*

*My artwork signifies community, land and water. It also signifies how we work together to look after the land and waterways in partnership.*

*– Tricia Barber, Iman*



*Artwork: 'Kunjar's visit' © by Tricia Leslie Barber*

## Terminology

Wherever possible, this RAP uses the term of Aboriginal and Torres Strait Islander peoples, rather than Indigenous. In some instances, we will use the term Australia's First Peoples to acknowledge the unique position and rights Aboriginal and Torres Strait Islander peoples have in Australia.

We may use the term Indigenous when referring to Indigenous businesses or when referring to Indigenous peoples of the world articulated in international instruments such as the United Nations Declaration on the Rights of Indigenous peoples.

# Message from our CEO



Our Innovate Reconciliation Action Plan (RAP) is our long-term vision for weaving inclusion and diversity into the heart of our organisation. We want Aboriginal and Torres Strait Islander voices not only to be heard but to shape everything we do.

We've already built connections with Traditional Owners in the Surat and Bowen Basins, but true partnership means continually listening and learning. Through the initiatives in our Innovate RAP 2026-2028, we will deepen those relationships and move our reconciliation journey forward.

Respect and understanding start at home. To honour Aboriginal and Torres Strait Islander traditions and perspectives, we will provide ongoing cultural awareness training and cultural competency training for all staff.

Economic opportunity is equally important. By partnering with Indigenous-owned businesses and setting clear procurement targets, we'll help grow local enterprises and create new jobs in these communities.

The impact of these initiatives will be wide-ranging. For our stakeholders, the RAP strengthens our relationships with Aboriginal and Torres Strait Islander peoples and demonstrates ethical leadership. For communities, it brings respect, opportunity and empowerment, paving the way for better socio-economic conditions and stronger cultural resilience.

By bringing these initiatives together, our Innovate RAP will leave a lasting legacy of empowerment and equality. We invite everyone to join us as we build a future that honours and uplifts the rich cultural heritage of Aboriginal and Torres Strait Islander peoples. Through collaboration, respect and shared ambition, we can create meaningful change that benefits us all.

**XinMiao Tong**

Chief Executive Officer  
Arrow Energy

# Statement from CEO of Reconciliation Australia



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

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

With over 5.5 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 continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Arrow Energy will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Arrow Energy using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Arrow Energy to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Arrow Energy will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Arrow Energy's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Arrow Energy on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

## **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



# About Arrow Energy

## Our Business

Arrow Energy is a Queensland-based producer of natural gas and electricity. We are helping power homes, businesses and industries, and support the global shift to cleaner energy.

Through our partnerships with farming families, Arrow is developing the Surat Gas Project (SGP) – a 27-year project in Queensland's Surat Basin to produce essential energy. When the SGP reaches full capacity, it is expected to produce enough energy to power the equivalent of four million homes every day.

As part of its Bowen Gas Project, Arrow supplies gas from operating wells near Moranbah and is conducting exploration activities.

Arrow's workforce is spread across its Dalby, Chinchilla, and Brisbane offices, with one third based in the Surat Basin. We currently employ six Indigenous employees across a workforce of 450.

Our core business is the production and supply of natural gas, and to develop the SGP, we employ a major contractor MPC Kinetic (MPK) responsible for engineering, design and construction. As part of our contract, Arrow requires MPK to adhere to key performance indicators designed to encourage Indigenous

employment and participation in Arrow's supply chain. This has resulted in the employment of 40 Indigenous employees across a contractor workforce of 236 representing 16.9% of employees working on Arrow's project.

Beyond our contractors, Arrow partners with the Commonwealth, state and local governments, local business, industry, and community organisations to ensure the benefits of our business are shared in the communities where we operate. Our contribution includes a total workforce of more than 1,000 employees and contractors, a \$63 million spend in the Western Downs and Toowoomba regions in 2025, and a more than \$1.5 million annual voluntary community and social investment in areas where we work.

Arrow is a joint venture of two of the world's largest oil and gas companies – Shell and PetroChina.

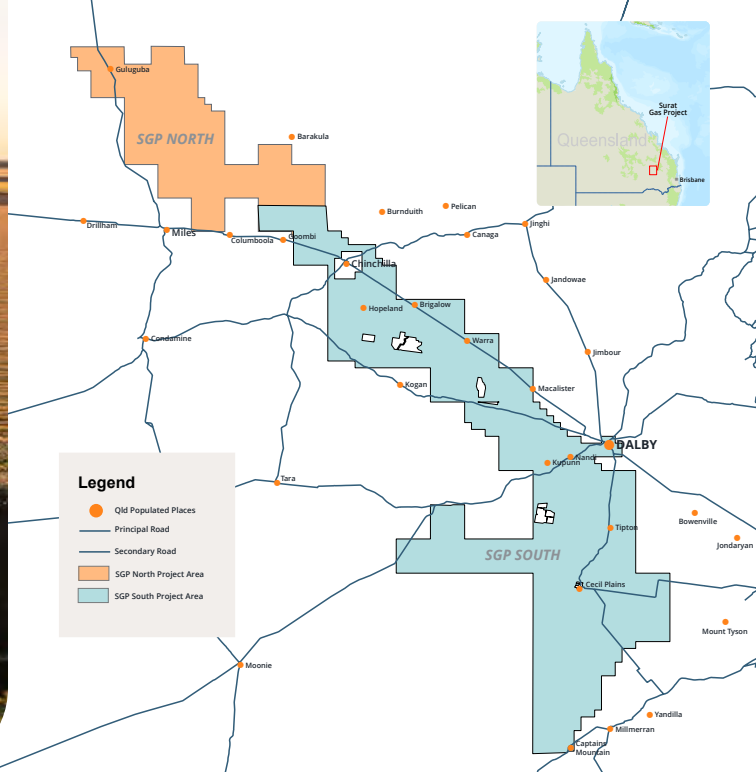


Figure 1 – Arrow Energy's Surat Gas Project.

## Our values

The land on which we operate is unique and requires a bespoke approach. In everything we do, we live the Arrow Energy values. It starts with the respect we show for Traditional Owners, the broader community and our colleagues. Our team is determined to continually create better ways to work and better outcomes for society.



Figure 2 – Arrow Energy Values



# Our Vision for Reconciliation

## Our Vision

Our vision is to go further into a future where respectful, enduring and authentic relationships exist with Aboriginal and Torres Strait Islander peoples who we work in partnership with to deliver tangible actions and investment that enables greater equity and opportunity for their communities.

## How

By understanding the past, we will create a better future, promoting collaboration and shared values.

By working with and within local communities, we see the unique contribution Aboriginal and Torres Strait Islander cultures bring to our business and industry.

By building accountability and trust, we will drive outcomes that leave a lasting legacy through increased employment opportunities, meaningful social investment partnerships, and opportunities to participate in our supply chain. While providing essential energy, which will also benefit the Aboriginal and Torres Strait Islander communities we work with, we will honour the rich heritage of Aboriginal and Torres Strait Islander peoples and the lands we operate on.





# Overview – Our Reconciliation Action Plan

We have set explicit targets to grow our supplier base, enhance cultural capability through ongoing education, deliver sustained social investments aligned with First Peoples' community needs, and strengthen governance through robust accountability mechanisms. To ensure Arrow Energy's 'Innovate RAP 2026–2028' translates into tangible outcomes, these reconciliation goals are embedded into day-to-day business operations.

Maintaining a focus on action requires continual dialogue with Aboriginal and Torres Strait Islander communities, adapting strategies based on feedback, and celebrating milestones to reinforce commitment and motivate further progress. By doing so, Arrow Energy aims to achieve lasting impacts within Aboriginal and Torres Strait Islander communities, leading to mutual growth and understanding.

Our Innovate RAP is closely aligned with broader frameworks that guide our operations and community partnerships. It builds on the commitments in our Indigenous Land Use Agreements (ILUAs), ensuring that our work respects cultural heritage, supports local employment, and reflects the priorities of Traditional Owners. It is also integrated with our Social Impact Management Plans (SIMPs), helping us deliver practical, measurable social and economic benefits while embedding reconciliation into everyday business practices.

Guided by the five nationally recognised dimensions of reconciliation (Race Relations, Equality and Equity, Institutional Integrity, Unity, and Historical Acceptance), our RAP reflects lessons learned and sets a clear focus for the future. By connecting these frameworks, we ensure our reconciliation initiatives are coordinated, impactful, and contribute to lasting, positive outcomes for communities, our people, and the broader energy sector.

Over recent years, we have learnt that meaningful progress comes from listening first, taking the time to understand local perspectives, priorities, and experiences. Through open and ongoing dialogue with Traditional Owners and community partners, we have built stronger relationships that shape the way we work and help us adapt our approach where needed. These lessons have strengthened our resolve to act with integrity, transparency, and respect as we continue to embed reconciliation across our business.

We have also learned the importance of celebrating milestones, both big and small. Acknowledging achievements allows us to reflect on how far we've come, recognise the people and partnerships that have driven progress, and maintain the motivation to keep moving forward. Each milestone reinforces our shared commitment and reminds us that reconciliation is a continual journey of improvement.

## Overview – Our Reconciliation Action Plan

We are committed to supporting meaningful employment and career pathways for Aboriginal and Torres Strait Islander peoples. This includes building inclusive recruitment processes, investing in mentoring and leadership development, and ensuring our workplaces are culturally safe and supportive. We also continue to expand engagement with Indigenous-owned businesses, reviewing supplier diversity in our procurement practices to better support the growth of First Nations enterprises.

Our approach to reconciliation is underpinned by strong governance and accountability. We monitor and review our progress to ensure our actions remain meaningful and transparent, guided by leadership that is committed to continuous improvement.

Building on what we have learned so far, we are now firmly focused on the future; deepening our partnerships, broadening our impact, and ensuring our reconciliation journey continues to create lasting, positive outcomes for communities, our people, and the broader energy sector.

## Governance

The following positions and groups have specific responsibilities for implementing, maintaining and reviewing our RAP:

- The Chief Finance Officer is the lead champion and main advocate for implementation of the RAP.
- The Senior Leader Network is responsible for championing reconciliation at the senior leadership level and ensuring that it is everyone's business.
- Vice President, External Affairs is responsible for overseeing the RAP working group and leading the development, management, review and evaluation of the RAP, as well as reporting on its progress.
- The People and Culture team is responsible for leading the development, management, review and evaluation of diversity and inclusion initiatives.
- The RAP Working Group is responsible for informing the development, implementation and evaluation of the RAP and comprises the following Subject Matter Experts:
  - General Manager, Corporate Affairs and Social Performance
  - Manager Community
  - Manager Corporate Contracts and Procurement
  - Manager People and Culture
  - Principal Cultural Heritage Advisor
  - External First Nations member, Toowoomba and Surat Basin Enterprise Indigenous Business Connector
  - Chair, Western Downs Cultural Heritage Committee.
- The Inclusive Collective is Arrow Energy's Diversity, Inclusion, Equity and Belonging committee. The Committee takes an active role in championing reconciliation at Arrow Energy through internal communication channels and supporting the implementation of the RAP through coordination of relevant internal events.
- All managers are responsible for championing diversity, inclusion and reconciliation in their teams, leading by example and setting expectations for inclusive behaviour and practices.
- All employees are responsible for championing diversity, inclusion and reconciliation at Arrow Energy, respecting and actively including one another.

# Our Reconciliation Journey



Since 2011, our commitment to reconciliation has been a cornerstone of our Arrow journey.

2011

- Commenced offering cultural awareness training for all staff

2012

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

2013

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

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

# Our Reconciliation Journey

2015

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

2019

- 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

2020

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

2021

- 2021-2023 Innovate RAP launched

2022

- Nominated subcontractor MOEC Pty Ltd for a QRC Indigenous Award in 2022. The nomination was successful, with MOEC winning the award

2023

- Engaged MPC Kinetic as Arrow's single source contractor embedding significant KPIs for Aboriginal and Torres Strait Islander employment.
- Organised numerous staff events and activities to commemorate significant Indigenous milestones such as Mabo Day, NAIDOC Week, National Reconciliation Week and the Voice to Parliament Referendum

# Our reconciliation journey mirrors that of the great Condamine River, a lifeline to the Western Downs, where Arrow operates its business.

2024

- Reached 2.200,00 hectares of Arrow tenure culturally surveyed by Traditional Owners
- Commissioned and procured rights from a First Peoples artist to feature her artwork across Arrow Energy's collateral, including the website, uniforms and other branded materials
- More than 265 graduates from Brisbane Broncos Indigenous Girls Academy between 2018 to 2024, promoting education and leadership among young Indigenous women

2025

- Brought Heart of Australia to the Chinchilla NAIDOC week celebration, delivering 28 free health checks to the community
- Whanu Binal shortlisted in Queensland Resources Council's Best Company Indigenous Initiative Award category
- Supported the development and launch of the Miles Historical Village First Peoples Heritage Project
- More than 140 graduates from Whanu Binal Entrepreneurial Program since 2020, supporting Indigenous business development and leadership. The program was a finalist at the Queensland Resources Council Indigenous Awards again
- More than 120 graduates from Arrow Energy's Indigenous Scholarship Program since 2013, helping First Peoples pursue tertiary education
- Hosted multiple Black Coffee networking events to connect and support local First Peoples suppliers and contractors

2026

- **2026-2028**  
**Innovate RAP launched**

# Key Learnings and Challenges



This is Arrow Energy's second 'Innovate' RAP. While we achieved good progress against our first 'Innovate' plan, we recognise we can, and must, do better.

There were a number of challenges we experienced that impeded the delivery of the complete set of RAP initiatives. As a result, there are learnings that we take forward into the development and implementation of our new plan.

Challenge	Key Learning
<p><b>COVID-19</b></p> <p>COVID-19 proved to be an obstacle to delivery of our RAP commitments, as it made it difficult to engage with First Nations groups and work was diverted to other key business functions.</p>	<p>Going forward, we need to proactively identify business continuity plans that ensure resources for RAP implementation in times of unplanned business disruption.</p>
<p><b>Organisational transformation</b></p> <p>During 2022-23, Arrow underwent a significant organisational restructure and realignment to divest its Moranbah Gas Project in the Bowen Basin to focus on development of the Surat Gas Project. This included a reduction in resources available to deliver on RAP commitments.</p>	<p>Arrow has taken the deliberate step to stay at the 'Innovate' level for this RAP and scale back some initiatives to ensure we can deliver what we say.</p> <p>We believe by taking this open and honest approach, we will be in a better position to build trust with First Peoples.</p>
<p><b>Changes in leadership</b></p> <p>As part of Arrow's shareholder arrangements, key executive leadership positions rotate every four years. In 2023, the leadership transition occurred and many positions on Arrow's Reconciliation Working Group (RWG) left the organisation. With no succession plan for the RWG in place, achievement of RAP deliverables lost momentum.</p>	<p>Arrow has decided to remain at the 'Innovate' level for this RAP, which allows us to refresh roles and responsibilities to ensure the RAP is delivered by April 2028.</p> <p>This timeframe aligns with the next leadership transition and will allow for RAPs beyond our current plan to be refreshed by new leaders accountable for the next RAP's delivery.</p> <p>Further consideration will be given to the next leadership transition due to occur in 2028, which coincides with the conclusion of this RAP. At this point and going forward, each new leadership team will participate in cultural immersion training and leadership roles articulated in the 'Governance' section of this RAP will be refreshed.</p>

We will continue to learn from our experiences as we implement our RAP in 2026 and beyond. By being transparent about our challenges and setbacks, we believe we can create a strong foundation for meaningful relationships moving forward.

# Our Commitments



## Relationships

We are dedicated to sustaining meaningful relationships with Aboriginal and Torres Strait Islander stakeholders.

We will actively engage by listening, learning and responding to local Traditional Custodians.

Strengthening these connections will enhance our ability to collaborate effectively, address challenges and create opportunity.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1. We will continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to enhance and improve our guiding principles for future engagement.	April 2026 April 2027	General Manager Corporate Affairs & Social Performance
	1.2. We will review our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations and incorporate learnings.	April 2026 April 2027	General Manager Corporate Affairs & Social Performance
2. Build relationships through celebrating National Reconciliation Week (NRW)	2.1. We will provide our staff with resources from Reconciliation Australia to deepen our collective understanding and support for reconciliation efforts.	27 May – 3 June 2026 27 May – 3 June 2027	General Manager Corporate Affairs & Social Performance
	2.2. We will empower our senior leaders and our broader staff contingent to participate in National Reconciliation Week events both inside and outside our business.	27 May – 3 June 2026 27 May – 3 June 2027	Chief Executive Officer
	2.3. RAP Working Group members will participate in at least one external NRW event.	27 May – 3 June 2026 27 May – 3 June 2027	General Manager Corporate Affairs & Social Performance
	2.4. We will engage the RAP Working Group to collectively implement an annual organisation-wide National Reconciliation Week event, sharing the reconciliation story across our business.	27 May – 3 June 2026 27 May – 3 June 2027	Vice President External Affairs
	2.5. We will join with like-minded stakeholders to share our commitment to reconciliation by registering our National Reconciliation Week events on Reconciliation Australia's website.	May 2026 May 2027	General Manager Corporate Affairs & Social Performance



# Relationships

Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence</b>	<b>3.1.</b> We will review and refine the staff engagement strategy to increase awareness of reconciliation throughout our workforce.	April 2026 April 2027	Vice President External Affairs
	<b>3.2.</b> We will communicate our commitment to reconciliation publicly on our website and at meetings with key stakeholders where appropriate.	April 2026 April 2027	General Manager Corporate Affairs & Social Performance
	<b>3.3.</b> We will drive reconciliation outcomes through continuing to positively influence our stakeholders through relationship-building, collaborative partnerships, support for Indigenous businesses and community engagement initiatives.	April 2026 April 2027	General Manager Corporate Affairs & Social Performance
	<b>3.4.</b> We will continue to collaborate with RAP organisations, in particular key contractors and community investment partners, and other like-minded organisations in the resources sector to develop innovative approaches to advance reconciliation in the regional and remote communities where we operate.	April 2026 April 2027	General Manager Corporate Affairs & Social Performance
<b>4. Promote positive race relations through anti-discrimination strategies</b>	<b>4.1.</b> We will Conduct a review of HR policies and procedures to identify and enhance existing anti-discrimination provisions.	November 2026	General Manager People and Culture
	<b>4.2.</b> We will review, update and communicate an anti-discrimination policy for our organisation.	November 2026	General Manager People and Culture
	<b>4.3.</b> We will engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2026	General Manager People and Culture
	<b>4.4.</b> We will lead through inclusion by equipping our senior leaders on the most recent conversations and research surrounding the effects to racism to ensure they understand and actively address the drivers, behaviours and effects of it.	May 2026 May 2027	General Manager Corporate Affairs & Social Performance



# Respect

Engaging with respect is a fundamental value for us. By enhancing cultural capability across our business, we aim to cultivate deeper respect and inclusion among employees.

This approach will not only strengthen our relationships with Aboriginal and Torres Strait Islander peoples but also empower us to positively impact the industry and communities we serve.

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>	<b>5.1.</b> We will regularly evaluate the cultural learning needs within the organisation to ascertain progress and incorporate insights and feedback from the RAP group and other relevant staff members.	November 2026 November 2027	General Manager People and Culture General Manager Corporate Affairs & Social Performance
	<b>5.2.</b> We will collaborate with local Aboriginal and Torres Strait Islander advisors or Traditional Owners prior to updating our cultural learning strategy.	June 2026 June 2027	General Manager People and Culture General Manager Corporate Affairs & Social Performance
	<b>5.3.</b> We will refresh and continue to ensure cultural learning is embedded into company-wide People and Culture policies, with Learning and Development programs provided through mixed-method delivery and engagement.	August 2026 August 2027	General Manager People and Culture
	<b>5.4.</b> We will continue to deliver our cultural awareness program across our organisation.	Reviewed April 2026 April 2027	General Manager People and Culture
	<b>5.5.</b> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	April 2026 and April 2027 through personal development plans	General Manager People and Culture General Manager Corporate Affairs & Social Performance
	<b>5.5.</b> We will provide opportunities for relevant contractors to also engage in our Aboriginal and Torres Strait Islander cultural awareness training.	Reviewed April 2026 April 2027	General Manager People and Culture
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	<b>6.1.</b> We will promote our cultural protocol document to continue to increase staff and stakeholder knowledge and appreciation of the significance of Acknowledgement of Country and Welcome to Country protocols.	May 2026 May 2027	General Manager Corporate Affairs & Social Performance
	<b>6.2.</b> For all significant events, we will invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol.	Reviewed April 2026 April 2027	General Manager Corporate Affairs & Social Performance
	<b>6.3.</b> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Reviewed April 2026 April 2027	General Manager Corporate Affairs & Social Performance
	<b>6.4.</b> We will proudly display our recognition by incorporating Aboriginal and Torres Strait Islander artwork and signage in offices and on corporate clothing.	Reviewed May 2026 May 2027	Chief Executive Officer General Manager Corporate Affairs & Social Performance



## Respect

Action	Deliverable	Timeline	Responsibility
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	<b>7.1.</b> We will ensure our RAP Working Group members participate in at least one external NAIDOC Week event.	First week in July 2026, first week July 2027	Chief Executive Officer
	<b>7.2.</b> We will encourage senior leaders and our broader staff contingent to participate in NAIDOC Week events both inside and outside our business and across our areas of operations; sharing insights across the business.	First week in July 2026, first week July 2027	General Manager Corporate Affairs & Social Performance
	<b>7.3.</b> We will actively enhance staff participation in NAIDOC Week by implementing awareness campaigns, as well as reviewing HR policies to include flexible work arrangements and cultural leave to attend dedicated events.	First week in July 2026, first week July 2027	General Manager Corporate Affairs & Social Performance
<b>8. Apply best practice methods to ensure compliance with our legal and moral obligations to protect and conserve cultural heritage</b>	<b>8.1.</b> We will continue to enliven staff and contractor cultural understanding and appreciation through embedding cultural heritage training and obligations into our training program.	Reviewed April 2026 April 2027	General Manager People and Culture
	<b>8.2.</b> We will strive for best practice and ongoing improvement through annual reviews of our cultural heritage standards, guidelines and legislative compliance, working to foster stronger relationships with Traditional Owners and other stakeholders.	November 2026 November 2027	Principal Cultural Heritage Advisor
	<b>8.3.</b> We will seek to strengthen relationships with Traditional Owners to better support opportunities to protect and share cultural materials.	Reviewed April 2026 April 2027	Principal Cultural Heritage Advisor



# Opportunities

Arrow Energy's commitment to fulfilling its Indigenous Land Use Agreement (ILUA) and Social Impact Management Plan (SIMP) obligations is underpinned by a strong focus on transparency, engagement and tangible outcomes.

By prioritising open communication and active participation with Aboriginal and Torres Strait Islander communities, Arrow Energy fosters job creation, training programs and infrastructure projects that deliver direct community benefits.

Emphasising diversity as a strategic advantage, the company leverages a diverse supplier base to enhance supply chain resilience, drive innovation, boost employee morale and ultimately achieve greater business success.

This holistic approach not only supports economic empowerment within Indigenous communities but also reinforces Arrow Energy's dedication to sustainable and inclusive growth.

Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development to ensure our workplace reflects the diversity of the communities we serve</b>	<b>9.1.</b> We will support current and future employment opportunities by partnering to offer culturally sensitive professional training and development programs.	April 2026 April 2027	General Manager Corporate Affairs & Social Performance
	<b>9.2.</b> We will provide opportunities for our Aboriginal and Torres Strait Islander employees to help shape recruitment, retention and professional development strategies, including considering appropriate remuneration to compensate for increased cultural load and to promote reciprocity.	October 2026 October 2027	General Manager People and Culture
	<b>9.3.</b> We will develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2026	General Manager People and Culture
	<b>9.4.</b> We will actively seek for opportunities to advertise job openings through Indigenous media channels, community organisations and networks to ensure culturally respectful and effective outreach to Aboriginal and Torres Strait Islander stakeholders.	Beginning in April 2026, then reviewed April 2027	General Manager Corporate Affairs & Social Performance
	<b>9.5.</b> We will annually review our HR and recruitment procedures and policies to identify and remove any barriers, ensuring our processes are equitable and inclusive for all.	November 2026 November 2027	General Manager People and Culture
	<b>9.6.</b> We will provide access to Study Assistance, including Study Leave and Financial Assistance for all staff including Aboriginal and Torres Strait Islander staff pursuing work-related higher education.	April 2026 – throughout the RAP period	General Manager People and Culture
	<b>9.7.</b> We will work with Aboriginal and Torres Strait Islander employees to co-design targeted Individual Development Plans (IDP).	IDPs developed April 2026, then reviewed and amended April 2027	General Manager People and Culture



## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	<b>10.1.</b> We will embed competitive Key Performance Indicators (KPIs) into our key contracts to encourage improved First Nations participation among our contracting workforce.	Currently in place, to be reviewed January 2027 and January 2028	General Manager Contracts, Procurement and Logistics
	<b>10.2.</b> We will develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2026 and reviewed December 2027	General Manager Contracts, Procurement and Logistics
	<b>10.3.</b> We will continue to deliver the Whanu Binal program to increase Indigenous supplier use and workforce outcomes.	Reviewed March 2026 March 2027	General Manager Corporate Affairs & Social Performance
	<b>10.4.</b> We will host stakeholder events to help connect Contractors with Indigenous suppliers and Arrow representatives.	May 2026 May 2027	General Manager Corporate Affairs & Social Performance
	<b>10.5.</b> We will work with First Nations businesses directly, and industry bodies, to explore opportunities for businesses to engage with Arrow and their major contractors.	Reviewed May 2026 May 2027	General Manager Corporate Affairs & Social Performance
	<b>10.6.</b> We will continue to support Supply Nation through active membership.	Reviewed April 2026 April 2027	General Manager Contracts, Procurement and Logistics
	<b>10.7.</b> We will continue to communicate procurement opportunities through Supply Nation's Member Opportunity Board (MOB) by posting detailed requirements and aligning them with Australian Industry Participation Plan (AIPP) commitments to ensure they reach Indigenous suppliers effectively.	Reviewed April 2026 April 2027	General Manager Contracts, Procurement and Logistics
	<b>10.8.</b> We will review our procurement policy and framework to remove barriers and enhance existing Indigenous procurement sections within our policies.	December 2026, then reviewed December 2027	General Manager Contracts, Procurement and Logistics
	<b>10.9.</b> We will partner with our major contractors and local economic development organisations to foster meaningful procurement opportunities for Aboriginal and Torres Strait Islander businesses.	Reviewed April 2026 April 2027	General Manager Contracts, Procurement and Logistics



## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>11. Improve social outcomes for First Nations peoples via social contribution and investment programs</b>	<b>11.1.</b> We will 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 2026 June 2027	General Manager Corporate Affairs & Social Performance
	<b>11.2.</b> We will continue to partner with Queensland universities to provide Indigenous Tertiary Scholarships annually.	Reviewed November 2026 November 2027	General Manager Corporate Affairs & Social Performance
	<b>11.3.</b> We will continue to support 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.	Reviewed November 2026 November 2027	General Manager Corporate Affairs & Social Performance
	<b>11.4.</b> We will continue to deliver the Whanu Binal Indigenous Entrepreneur Program in partnership with Central Queensland University to enhance opportunities and pathways for successful Indigenous businesses and entrepreneurs.	Reviewed November 2026 November 2027	General Manager Corporate Affairs & Social Performance



# Governance

Action	Deliverable	Timeline	Responsibility
<b>12. Establish and maintain an effective RAP Working Group to drive governance of RAP</b>	<b>12.1.</b> Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	Appoint in April 2026, then review in April 2027	Vice President External Affairs
	<b>12.2.</b> We will provide enhanced opportunities for success of the RAP Working Group through maintaining a Terms of Reference.	Agreed in April 2026, then review in April 2027	Vice President External Affairs
	<b>12.3.</b> We will meet at least four times per year to drive and monitor RAP implementation.	April, June, September and December 2026; and then annually at same intervals 2027	Vice President External Affairs
<b>13. Provide appropriate support for effective implementation of RAP commitments</b>	<b>13.1.</b> We will define and seek Leadership support for the resources to drive a successful RAP implementation.	July 2026 July 2027	Chief Financial Officer
	<b>13.2.</b> We will embed RAP commitments into our organisation's day-to-day operations, ensuring commitments are communicated to our senior leaders and staff.	November 2026 November 2027 November 2028	Chief Executive Officer
	<b>13.3.</b> We will use our current traffic light system to appropriately track, measure and report on RAP commitments.	Developed in April, and reviewed at RAP working group meetings in April, June and September 2026; and then annually at same intervals 2027	General Manager Corporate Affairs & Social Performance
	<b>13.4.</b> We will maintain an internal RAP Champion from the leadership team and review annually.	Review in January 2027 Review in January 2028	Chief Executive Officer
	<b>13.5.</b> We will provide additional support to champion the RAP through Arrow's Inclusive Collective (the Company's Diversity, Inclusion, Equity and Belonging Committee) through internal communication channels and coordination of internal events.	Review in January 2027	Community Manager
	<b>13.6.</b> At each leadership transition (every four years) new Arrow executive leaders will participate in cultural immersion training and relevant roles will be refreshed as outlined in the 'Governance' section of this RAP.	December 2027	VP External Affairs



## Governance

Action	Deliverable	Timeline	Responsibility
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	<b>14.1.</b> We will verify our primary and secondary contact details with Reconciliation Australia to ensure we do not miss important RAP correspondence.	June 2026 June 2027	General Manager Corporate Affairs & Social Performance
	<b>14.2.</b> We will contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey	July 2026 July 2027	General Manager Corporate Affairs & Social Performance
	<b>14.3.</b> We will complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026 30 September 2027	General Manager Corporate Affairs & Social Performance
	<b>14.4.</b> We will track our success and report RAP progress to RAP Working Group and senior leaders quarterly.	April, June and September 2026; and then annually at same intervals in 2027	General Manager Corporate Affairs & Social Performance
	<b>14.5.</b> We will publicly report our RAP achievements, challenges and learnings annually.	November 2026 November 2027	General Manager Corporate Affairs & Social Performance
	<b>14.6.</b> We will investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer to understand how Arrow's RAP is impacting the workplace.	April 2026	General Manager Corporate Affairs & Social Performance
	<b>14.7.</b> We will share our RAP implementation status through a traffic light report provided to Reconciliation Australia at the conclusion of this RAP.	December 2027	General Manager Corporate Affairs & Social Performance
<b>15. Continue our reconciliation journey by developing our next RAP</b>	<b>15.1.</b> We commit to an ongoing reconciliation journey and will register via Reconciliation Australia's website when we begin to develop our next RAP.	November 2026	Vice President External Affairs

# Contact us

We welcome enquiries and feedback on our Innovate Reconciliation Action Plan and are happy to discuss any aspect of our reconciliation commitments with interested persons.

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