

# Innovate Reconciliation Action Plan

July 2022 – June 2024

*Owned by the  
people of WA*



## Description of the artwork

This artwork was designed by Horizon Power's Aboriginal employees in September 2020.



Central to the design is the river which represents the reconciliation journey our organisation embarked on since the launch of our Innovate Reconciliation Action Plan (RAP) 2020-2022.

Providing the boundary for the river are the **power lines** – the commonality that brings us all together.

The **footprints** lead us to a central meeting place. These footprints symbolise the employees walking together, with the two worlds represented – the western world and the Aboriginal community system.

The **central meeting place** is made up of the men and women of the Aboriginal communities we are committed to serving including customers, stakeholders and businesses.

They are surrounded by the three **pillars** of the RAP framework – respect, relationships and opportunities, which provide a framework for reconciliation initiatives to be implemented in the workplace and beyond. A fourth pillar 'Harmony' has been incorporated into the artwork which is what our Aboriginal employees seek.

Surrounding the river are **meeting circles** which reflect all the engagements and meetings taking place as we build relationships and strive for best-practice Aboriginal engagement.

The **handprints** are of our Aboriginal employees who are excited to guide this journey and leave a legacy for the betterment of both our workplace and communities.



Aboriginal and Torres Strait Islander peoples are advised that this document may contain images and names of deceased persons.

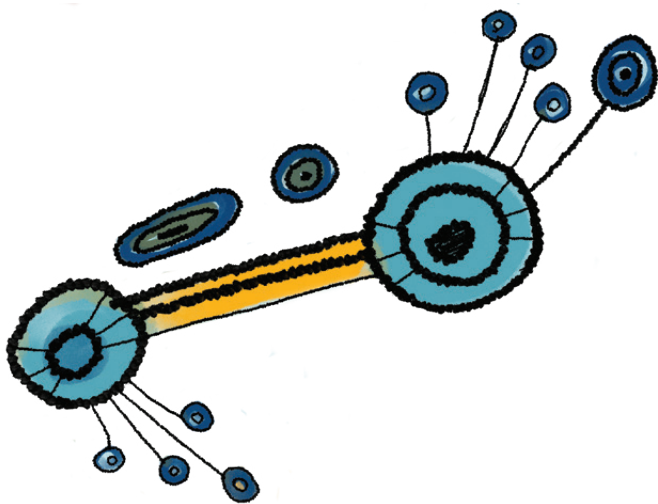
### Acknowledgement of Country

Horizon Power reaffirms our commitment to reconciliation and acknowledges the First Peoples of the lands upon which we gather and do work across Western Australia. We recognise and appreciate a continued connection through stories, traditions and living cultures and commit to building a brighter future together.

### 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 skies according to their Traditional lores and customs.



### 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, respecting cultural diversity, advocating for self-determination, and being 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:

- build a culturally safe workforce through two-way learning and truth-telling
- deliver tailored energy solutions for our customers that support regional growth and are aligned to community values
- empower Aboriginal community groups to deliver initiatives that strengthen culture and encourage positive health and well-being
- invest in Aboriginal and Torres Strait Islander businesses to promote self-management and value economic independence
- strengthen relationships with Traditional Owners to deliver economic and social outcomes through genuine partnerships.

### Uluru Statement from the Heart

Horizon Power supports the Uluru Statement's objectives, and formalised our endorsement by registering as a signatory to the statement in 2020.

We support the establishment of a First Nations Voice enshrined in the Constitution, because without a voice you're unable to speak up and right the wrongs. As a business – both through this RAP and in our wider sphere of influence – we seek to build deeper understanding of the businesses we work with and how we can support and empower them to make a difference in the communities in which we operate in.

## Message from our Chief Executive Officer



I am so proud to lead Horizon Power as we take our reconciliation journey from awareness to action. And what a journey it is, with important learning and growth as we work together toward shared social and economic prosperity.

As champion of our RAP within our business, our communities and our industry colleagues, I advocate for our reconciliation themes of relationships, respect and opportunities that align to one of our business' guiding principles – to positively impact the lives of Aboriginal and Torres Strait Islander peoples through proactive and sustainable business decisions.

Over the last few years, we have deepened our relationships with Aboriginal and Torres Strait Islander peoples in the communities that we serve. There is such richness, spirit and connection with the land we operate on, and it's important that as a business we recognise and value culture, country and our shared history.

We have embedded a cultural learning program for all our employees, to enable us to understand 'the why', and to contribute toward meaningful change by building our cultural knowledge to respond in a culturally responsive manner. You need to see something to have an emotional connection, and our cultural learning program (which comprises both foundational teachings delivered in a classroom set-up as well as On-Country cultural immersion) brings to life the importance of Aboriginal and Torres Strait Islander peoples and our shift toward genuine reconciliation.

Currently, over 85% of employees have completed our Cultural Foundations workshop. We will continue our focus on delivering our On-Country program across our regions, generating increased knowledge of local Aboriginal cultures and practices through Traditional Owner-led experiences.

Over the past two years we have exceeded our targets set out by the State's Aboriginal Procurement Policy and continue to work closely with Aboriginal businesses to identify opportunities, as well as any barriers to overcome, for future partnerships.

Reconciliation involves being authentic and honest. And our journey so far has not been without a few stumbles. But from these, we have learnt, grown and, where needed, amended our processes or thinking. Change often only comes after challenges. Our journey so far has created opportunities to have these honest conversations and I look forward to continuing these over the coming years.

At Horizon Power, our RAP is a way to help capture our commitment and hold us accountable. It will help us maximise opportunities for Aboriginal and Torres Strait Islander peoples to become a bigger part of our workforce, to join us as a supplier or work with us in partnership. I'm pleased to confirm the business' commitment to reconciliation through our second Innovate RAP. This RAP will continue to position us for long-term success in the reconciliation space.

I will honour the actions set out within this RAP, advocate for ongoing reconciliation, and ensure that across our business we continue to explore how every transaction can positively impact the lives of Aboriginal and Torres Strait Islander peoples – particularly in regional and remote WA.

**Stephanie Unwin**  
Chief Executive Officer

## Message from the Minister for Energy



Reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous people is a priority in our community and for the State Government.

It's my pleasure once again to support WA's regional electricity provider, Horizon Power, in its commitment to reconciliation through the implementation of their new Innovate Reconciliation Action Plan 2022-2024.

The State Government is committed to ensuring the economic and cultural integrity of Aboriginal and Torres Strait Islander peoples so that our shared history can be respected and valued for future generations. RAPs are a key element for organisations as they provide tangible commitment to mutual respect and a strengthening of relationships with, and creation of opportunities for, Aboriginal and Torres Strait Islander peoples.

I congratulate Horizon Power on their work in the reconciliation space over the last 15 years. They have made excellent progress in recruitment, procurement and partnerships with Aboriginal and Torres Strait Islander peoples and businesses, as well as continuing to improve the affordability, safety and reliability of electricity for regional Western Australians.

Horizon Power has a unique opportunity to support regional WA by recruiting locally and using local businesses, and I look forward to following Horizon Power's ongoing conversations with communities as the enterprise continues its reconciliation journey.

I commend Horizon Power on its leadership in this very important area.

**Hon. Bill Johnston MLA**  
Minister for Energy



## Statement from CEO of Reconciliation Australia



Reconciliation Australia commends Horizon Power on the formal endorsement of their second Innovate Reconciliation Action Plan.

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 close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Horizon Power continues to be part of a strong network of more than 2,200 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 Horizon Power will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Horizon Power 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 Horizon Power 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, Horizon Power will ensure shared and cooperative success in the long-term.

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

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

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Our business

Horizon Power is a State Government owned energy utility that generates, procures, distributes, and sells electricity to 36,256 residential and 9,165 business customers across remote and regional WA. We have six regional depots and retail offices located in Karratha, Port Hedland, Broome, Kununurra, Carnarvon and Esperance, as well as a corporate office in Perth. Our role is to provide safe and reliable power to customers in regional and remote WA at the lowest possible cost.

With over 15% of our customers identifying as Aboriginal and/or Torres Strait Islander people, it is vital that Horizon Power reflects the communities that we operate in. We have been proudly serving regional and remote WA since 2006 and look forward to building further opportunities and relationships, not only through the initiatives in this RAP, but into the future.

Horizon Power operates under the *Electricity Corporations Act 2005* and is led by a Board of Directors accountable to the Minister for Energy, representing all Western Australians.

## Service Area



## Our workforce

Horizon Power, as of 30 June 2022, employs 33 people who identify as Aboriginal and/or Torres Strait Islander people. This represents 6.5% of our total workforce of 510 employees. 82% of our First Nations employees are regionally based with approximately 36% of our total employee workforce living in the regional communities they serve.

## Horizon Power fast facts

Source: Horizon Power 2021-22 Annual Report



**46,844**

customer accounts

**36,256** residential

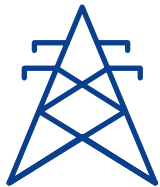
**9,165** business

**1,423** pre-payment  
meter



**510**

employees

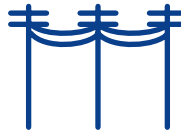


**56,204**

distribution poles

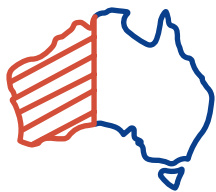
**726** transmission poles

**867** transmission towers  
in service



**8,404 km**

of overhead and  
underground  
transmission and  
distribution lines



**53,655**

customer connection  
points to network



**3**

energy types –  
gas, diesel and  
renewable energy (wind,  
solar and hydro)



**6**

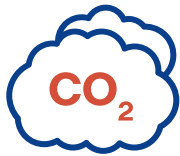
regional service depots  
and one corporate  
office in Perth



**11,373 kW**

amount of enabled  
installation of  
customer solar

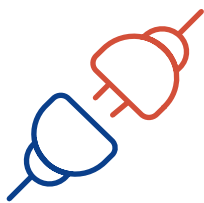




**0.54 kg**  
CO<sub>2</sub>-e / kWh  
carbon emissions



**18.8 GWh**  
of renewable energy  
purchased from our  
customers



**1,064 GWh**  
electricity delivered  
a year



**22,900+**  
Followers on  
our social media  
platforms



**53**  
Aboriginal  
communities  
serviced



**134**  
days spent  
by employees  
volunteering in our  
communities

## Our RAP journey and Working Group



Since the launch of our inaugural Innovate RAP in 2020, we have been on a continuous learning journey as we strive to embed reconciliation practices throughout our business. In the final months of our first Innovate RAP, we have had many of our industry peers turn to us to seek advice as they begin their own reconciliation journeys, and each of these collaborations has provided us with a valuable opportunity to reflect on our learnings thus far.

**We are proud to share a handful of these.**

### **Internal understanding must come first**

It was evident early in our journey, that our Working Group and senior leadership could not deliver this program alone. An effective reconciliation journey requires a sound understanding from across the workforce as to why a RAP has been developed and what every employee's role is in supporting reconciliation.

Horizon Power used mandatory foundational cultural learning workshops delivered by Aboriginal Insights to call the workforce to action and activate the hearts and minds of individuals.

### **Falling short of target does not equal failure**

In our inaugural Innovate RAP, we set a target to increase our Aboriginal and Torres Strait Islander workforce from 4.6% to 7%. At the time of endorsement in early 2020, that translated to recruiting an additional nine employees. Since 2020, we have in fact filled 12 positions with Aboriginal candidates – however, due to the simultaneous growth of our organisation, our percentage of Aboriginal employment falls short of our 7% target, currently hovering around 6.5%. It is impossible based on these metrics to consider an almost 50% increase to our Aboriginal employee cohort and the creation of five permanent, entry-level roles based in regional and remote WA – including our first two apprentice positions in over a decade – as failure.



## Celebrate success

As Reconciliation Australia CEO Karen Mundine wrote in the foreword of our preceding RAP, reconciliation is a “long, winding and corrugated road”. To get through the bumpy sections, it is critical to reflect, and celebrate the successes along the way.

Regular reporting to our Board, executive, colleagues, and external stakeholders has continually refreshed our Working Group as we take time to share our progress and celebrate our achievements.

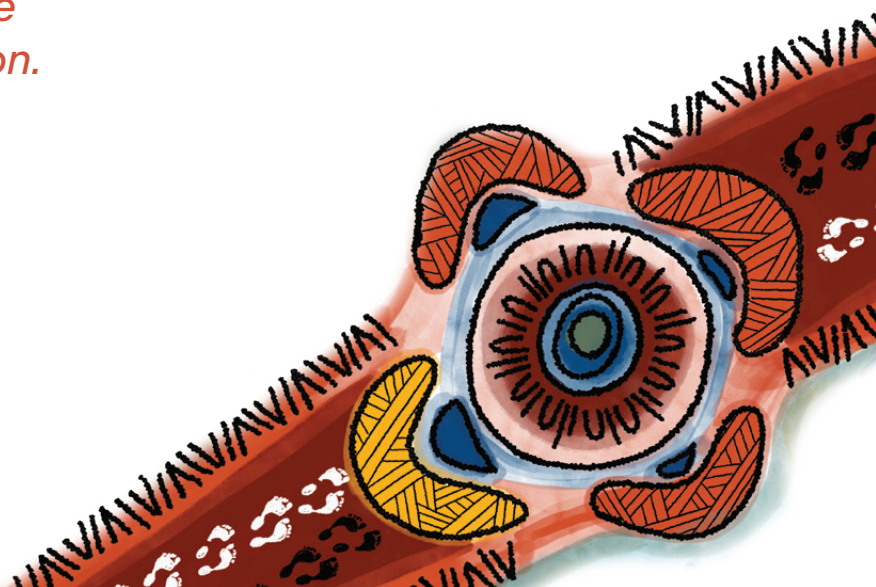
Horizon Power looks forward to continuing its journey with this second Innovate RAP to build on the successes from the first Innovate RAP. We will focus on embedding the programs and strategies we introduced over the past two years and adopt new initiatives through a culturally responsive approach to engaging Aboriginal and Torres Strait Islander peoples, communities, and organisations, especially in the regions. We will take our reconciliation journey from awareness to action through further developing community and customer engagement strategies, cultural education programs and embed support for Aboriginal and Torres Strait Islander peoples to access employment pathways and economic opportunities.

Our CEO, Stephanie Unwin, is our executive RAP Champion. She is supported by our executive team who continue to drive change internally and externally for reconciliation, working toward a more culturally diverse, culturally safe, and culturally responsive business.

An outcome of the inaugural Innovate RAP was the centralisation of the Aboriginal Strategy and Engagement team who have been the driving force of our RAP Working Group and business-wide cultural change. This group is supported by all divisions – in particular Employee Experience, Customer Experience, and Finance and Corporate Services. All employees are also invited to participate in the RAP Working Group and their input is invaluable.

We are proud that many of our employees and embedded contractors are champions of reconciliation, and actively work together to further our reconciliation journey. Horizon Power’s development of this second Innovate RAP highlights our long-standing commitment to Aboriginal and Torres Strait Islander peoples, customers, and stakeholders who are an integral part of our business. At Horizon Power, we empower our employees to set our reconciliation direction, through capacity building, genuine collaboration, and the allocation of human and financial resources.

*We are proud that many of our employees and embedded contractors are champions of reconciliation.*



## Working Group Terms of Reference

The Terms of Reference of the RAP Working Group are as follows:

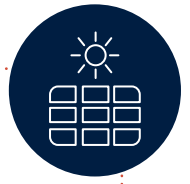
- Increase the engagement of employees, contractors and consultants in the process of reconciliation.
- Identify key stakeholders, partners and opportunities for all employees to engage in reconciliation.
- Provide governance by monitoring the implementation of Horizon Power's RAP.
- Provide an interface between employees and the actions within the RAP.
- Promote, encourage and support a high level of awareness in the participation of reconciliation activities amongst our employees.
- Identify and facilitate actions that require attention.

## RAP Working Group

RAP position	Name	Location
Champion	<b>Stephanie Unwin (CEO)</b>	Bentley
Sponsor	<b>Jennie Milne (General Manager)</b>	Bentley
External Advisor	<b>Jolleen Hicks*</b>	Karratha/Perth
Manager Aboriginal Strategy & Engagement	<b>Brett Ingram*</b>	Bentley
Traditional Owner Engagement Lead	<b>Aaron Matthews*</b>	Kununurra
Aboriginal Employee Experience Advisor	<b>Mel McGuire*</b>	Bentley
Aboriginal Procurement Development Officer	<b>TBA*</b>	Bentley
RAP Regional Advisor	<b>Aaron Woosnam*</b>	Esperance
RAP Regional Advisor	<b>Alicia Roberts*</b>	Karratha
RAP Supporter	<b>Dylan Heath</b>	Kununurra
RAP Supporter	<b>Melanie Graetz</b>	Bentley
RAP Supporter	<b>Noelene McGann</b>	Port Hedland
RAP Supporter	<b>Paula Lourie</b>	Bentley
RAP Supporter	<b>Sam Sinclair</b>	Bentley
RAP Supporter	<b>Stacey Liyanage</b>	Bentley

\*The RAP Working Group has an almost 50/50 Aboriginal and non-Indigenous representation.

## Case study



# Remote solar program brings renewable energy to regional communities

Kalumburu, the northernmost permanent settlement along the remote Kimberley coast, is the first community to benefit from a solar farm and battery energy storage solution as part of Horizon Power's Remote Communities Centralised Solar Project.

Until now, the community's only power source had been diesel generation. As Kalumburu is often inaccessible by road, it makes diesel power an unreliable source for much of the year. The new renewable energy solution will not only improve the reliability of supply for Kalumburu's 400 residents, it will also reduce the State Government's cost to provide electricity to the community.

The 929 kW solar farm and 1.78 MWh battery will meet up to 64% of Kalumburu's electricity needs, significantly reducing the community's reliance on diesel-powered generation. This in turn will reduce carbon emissions by up to 825 tonnes annually and lower yearly diesel consumption at the Kalumburu Power Station by an estimated 312,500 litres per year – equivalent to removing approximately 180 cars from the road.

In addition to improved outcomes relating to increased reliability and a reduction in carbon emissions, the project delivered positive social results for the community.

The project is the culmination of a successful, collaborative community co-design process, including a community survey and regular engagement with the Kalumburu Aboriginal Corporation. We engaged community members of all ages, including some of its youngest residents through a presentation at Kalumburu Remote Community School,

sharing the benefits of renewable energy and the importance of looking after the solar farm.

The project has delivered short-term meaningful employment opportunities to five members of the Kalumburu community during construction, something that the Elders and community decision-makers told us was important during our engagement process.

*"We reached these excellent outcomes with guidance and leadership from the communities involved,"* CEO Stephanie Unwin reflected. *"By listening to their needs and collaborating with them to create practical solutions, we can leave a truly worthwhile legacy."*

*"Kalumburu is an incredible place, both because of its people and the beautiful country they nurture,"* she continued. *"This renewable energy solution will help protect and preserve it and ensure future generations can continue to thrive here with help from the sun."*



*Regular engagement with the Kalumburu Aboriginal Corporation was key during this project*

# Relationships



At Horizon Power, building respectful and sustainable relationships with Aboriginal and Torres Strait Islander peoples is at the heart of everything we do. Working collaboratively and positively with our Aboriginal and Torres Strait Islander employees, Traditional Owners, and with the communities in which we live and operate, we will deliver partnerships and meaningful outcomes for Aboriginal and Torres Strait Islander peoples while delivering on our core business targets.

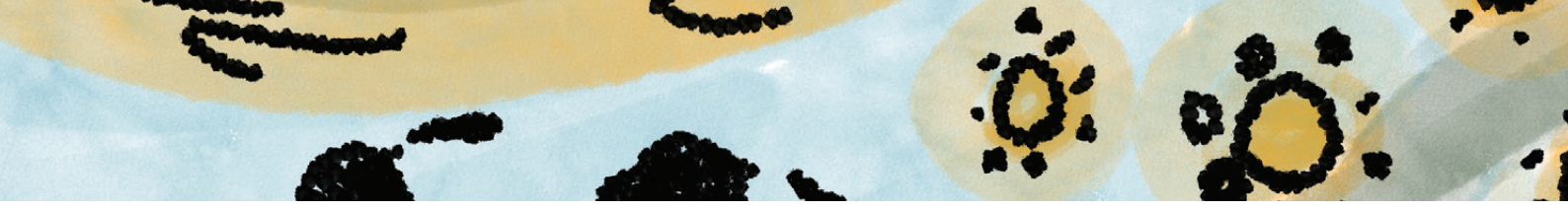
## Focus area

We want to empower our customers and bring them on the journey as we deliver energy solutions for regional growth and vibrant communities. Through embracing our Aboriginal Engagement Strategy (AES) and engagement model, we will embed best practice engagement in our business planning to improve service delivery, coordination, mapping and reporting across our business.

Relationships			
Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander peoples, representative groups and organisations to develop guiding principles for future engagement.</li> </ul>	June 2023 and June 2024 Review progress in RAP Working Group (RWG) meetings: March, June, September, December 2022, 2023, 2024	Manager Customer Service & Community (CS&C)
	<ul style="list-style-type: none"> <li>Meet with Traditional Owners, Prescribed Bodies Corporate and Native Title representative bodies to develop guiding principles for future engagement.</li> </ul>	July 2023 and June 2024 Review progress in RWG meetings	Manager Aboriginal Strategy & Engagement (AS&E)
	<ul style="list-style-type: none"> <li>Implement year 1 and year 2 of Horizon Power's Aboriginal Engagement Strategy.</li> </ul>	July 2023 and June 2024 Review progress in RWG meetings	Manager AS&E
	<ul style="list-style-type: none"> <li>Embed Aboriginal stakeholder engagement planning across projects to ensure Aboriginal and Torres Strait Islander peoples are informed, consulted, and engaged in future projects in line with the United Nations principle of Free, Prior and Informed Consent (FPIC).</li> </ul>	June 2024 Review progress in RWG meetings	Manager CS&C
	<ul style="list-style-type: none"> <li>Embed Aboriginal stakeholder engagement planning across projects to ensure Traditional Owners' groups are informed, consulted, and engaged in future projects in line with the United Nations principle of FPIC.</li> </ul>	July 2023 and June 2024 Review progress in RWG meetings	Manager AS&E



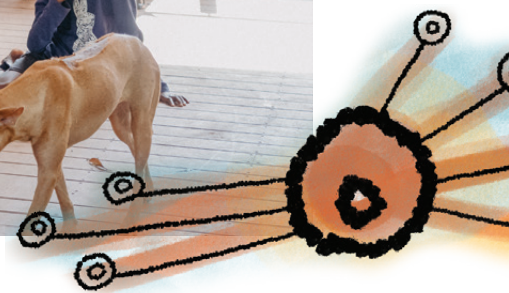
Relationships			
Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.</li> </ul>	May 2023 and May 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>• RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May- 3 June 2023 and 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>• Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	May 2023 and May 2024	GM Employee Experience
	<ul style="list-style-type: none"> <li>• Organise at least one NRW event each year for each depot.</li> </ul>	April 2023 and April 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>• Board/Executive/RAP Working Group to attend Reconciliation WA NRW breakfast.</li> </ul>	27 May- 3 June 2023 and 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>• Encourage and support regional depot involvement in NRW regional events, acknowledging the unique reconciliation journeys in each location.</li> </ul>	May 2023 and May 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>• Invite all employees to be involved in planning and participation in NRW activities and events.</li> </ul>	May 2023 and May 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>• Promote community partnerships and events when planning and celebrating NRW activities and events.</li> </ul>	May 2023 and May 2024	Senior Manager Communications
	<ul style="list-style-type: none"> <li>• Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	May 2023 and May 2024	Manager AS&E
<b>3. Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	January 2023 and 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>• Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	July 2023	Manager AS&E
	<ul style="list-style-type: none"> <li>• Engage with our Aboriginal employee network about how they would like to see truth-telling in practice within our organisation.</li> </ul>	January 2023	Manager AS&E
	<ul style="list-style-type: none"> <li>• Seek opportunities to support truth-telling initiatives with Reconciliation WA.</li> </ul>	January 2023	Manager AS&E
	<ul style="list-style-type: none"> <li>• Communicate our commitment to reconciliation publicly.</li> </ul>	27 May- 3 June 2023 and 2024	Senior Manager Communications
	<ul style="list-style-type: none"> <li>• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	September 2023	Manager AS&E



Relationships			
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Develop a strategy to leverage our social media platforms – Facebook, Instagram and LinkedIn – to share our commitment to reconciliation.</li> <li>Involve contractors and suppliers in reconciliation through active participation in cultural learning opportunities.</li> <li>Participate in Reconciliation WA (RWA) Reconciliation in Action Forums.</li> </ul>	<p>July 2023</p> <p>June 2023 and June 2024</p> <p>January 2023 and January 2024</p>	<p>Manager Marketing &amp; Insights</p> <p>Manager AS&amp;E</p> <p>Manager AS&amp;E</p>
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<ul style="list-style-type: none"> <li>Prioritise and implement the recommended changes from the review of HR policies and procedures.</li> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> <li>Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> <li>Create an anti-racism communications campaign to prevent racism in the workplace.</li> <li>Educate senior leaders on the effects of racism.</li> </ul>	<p>July 2023</p> <p>July 2023</p> <p>July 2023</p> <p>September 2023</p> <p>October 2023</p>	<p>Manager AS&amp;E</p> <p>Senior Manager People &amp; Capability</p> <p>Senior Manager People &amp; Capability</p> <p>Senior Manager Communications</p> <p>Manager AS&amp;E</p>



*We engaged Kalumburu community members of all ages as part of our Remote Communities Centralised Solar Project*





## Case study



# Embedding cultural understanding



*Esperance employees at an On-Country cultural immersion day, pictured here with the Ngadju Dancers*

A key action of our 2020–2022 Innovate RAP was the business-wide rollout of Cultural Foundations workshops to all employees and embedded contractors.

With the aim to grow employees' cultural understanding across the business, the program has played a vital change management role to support both our RAP and our corporate strategy. Given 15% of the population in Horizon Power's service area identify as Aboriginal and/or Torres Strait Islander people, a culturally intelligent workforce is essential to delivering regional growth and vibrant communities.

The workshop is delivered by Jolleen Hicks, founder of Aboriginal Insights and a proud Ngarluma and Yindjibarndi woman.

*"I have been a cultural education provider for 10 years. Horizon Power is the first workplace to fully embrace my cultural education workshop by committing to roll it out to all Horizon Power employees as their baseline level of cultural education,"* Jolleen said.

*"I see the difference in Horizon Power. I see their understanding, pride and commitment to reconciliation. Not only have they embraced my workshop, which is modelled on my*

*self-developed Aboriginal Engagement Framework, they have embraced and applied it to their processes. I have witnessed authenticity through their action."*

We achieved our target of 45% participation well ahead of schedule, and have maintained over 85% participation since June 2021.

Feedback from employees has been overwhelmingly positive. The program has led to an increased volume of requests from around the business to the Aboriginal Strategy and Engagement team, as employees implement the 'when you know better, you do better' mantra.

*"It was an excellent and truly eye-opening session for me personally. I can't remember any other session that has had more positive impact on my inner self. Thank you."*

Andy Kondola, Planning Manager – Future Energy Systems.

On-Country cultural immersion is the second phase of building our cultural competency. Delivered in our regions, these experiences will increase our workforce's knowledge of local Aboriginal cultures and practices through Traditional Owner-led experiences.

# Respect



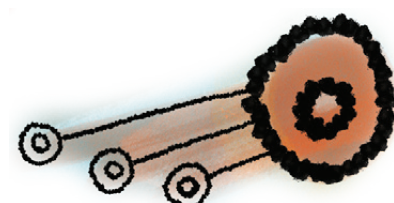
Horizon Power acknowledges the generosity of Aboriginal and Torres Strait Islander peoples in their willingness to share their knowledge. We continue to recognise the impact of our shared history on our relationships today. We will work with all our employees to create a culturally safe workplace and continue to increase cultural awareness and understanding of Aboriginal and Torres Strait Islander cultures. Working collaboratively will equip our employees with the knowledge and confidence to engage with First Nations stakeholders and clients. This will also foster a positive and productive work environment for all employees and additionally support the retention of our Aboriginal and Torres Strait Islander employees.

We will respect the Traditional Owners of the lands on which our people work and will engage and listen to their voices when delivering services to all our customers.

## Focus area

We continue to seek opportunities to celebrate Aboriginal and Torres Strait Islander cultures in line with our commitment to inclusion and diversity and our guiding principles.

Respect			
Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	• Embed Horizon Power’s Cultural Learning Strategy by building and growing the core cultural competencies.	November 2023	Manager AS&E
	• Develop, implement, and communicate our Cultural Learning Strategy document for our employees.	December 2023	Manager AS&E
	• Expand On-Country cultural immersions for our regional depots with local Traditional Owner groups that will deliver on our Cultural Learning Strategy.	July 2023 and June 2024	Manager AS&E
	• Develop and implement the third stage of the Cultural Learning Program targeted at our leadership team and Board members.	November 2023	Manager AS&E
	• Provide opportunities for RAP Working Group members, level 3 managers, and other key leadership employees to participate in formal and structured cultural learning.	November 2023	Manager AS&E





Respect			
Action	Deliverable	Timeline	Responsibility
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols and cultural heritage.</b>	<ul style="list-style-type: none"> <li>Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	June 2023	Manager AS&E
	<ul style="list-style-type: none"> <li>In consultation with relevant Traditional Owner groups, continue to review, implement and communicate cultural protocols for each of our regions, including Welcome to Country and Acknowledgement of Country (documented in an internal procedure).</li> </ul>	March 2023 and March 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	June 2023 and June 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	June 2023 and June 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>Embed reporting of cultural heritage monitoring into monthly safety meetings.</li> </ul>	March 2023	Manager AS&E
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.</li> </ul>	January 2023	Manager AS&E
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all employees.</li> </ul>	May 2023 and May 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>Liaise with local groups such as the local NAIDOC Week committee to identify opportunities to collaborate in NAIDOC celebrations.</li> </ul>	May 2023 and May 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>In consultation with Aboriginal and Torres Strait Islander peoples, hold an internal or public NAIDOC Week event.</li> </ul>	July 2023 and 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all employees including the RAP Working Group.</li> </ul>	July 2023 and 2024	Manager AS&E
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2023 and 2024	Manager AS&E



Participating in Kununurra's NAIDOC Week celebrations

## Case study



# Aboriginal Employee Forums

The implementation of an annual Aboriginal Employee Forum has created a strong and connected Aboriginal employee network. The purpose of these forums is to build an engaged team, create increased cultural safety and contribute to our RAP and Aboriginal Engagement Strategy.

The inaugural Aboriginal Employee Forum was held in Broome in 2020 with 25 attendees. The highlight of this event was the creation of new artwork by the employees. This stunning artwork is now an important element of our brand, used across the business in a variety of formats, including throughout this document.

A second successful forum was held in Esperance in October 2021 with 23 attendees. In addition to a powerful On-Country experience, the forum provided the opportunity for employees to have important conversations around retention, employee engagement and racism in the workplace.

*“Getting the Aboriginal employees together is really important to us,”* said Roanna Edwards, former Manager Aboriginal Strategy and Engagement. *“We’ve stated our Aboriginal commitment really clearly in our corporate strategy. So, if we’re going to live that, then we need to get our Aboriginal employees engaged. We want input from all our Aboriginal employees, not just a couple of us, to help make decisions and recommendations about our reconciliation journey, and this forum is an essential part of that.”*

Building a sense of community among our Aboriginal employees is critical for retention and in turn achieving our employment goals.

*“The forum to me is really important because it helps us develop relationships with different*

*people from different areas and gives us all a chance to come together,”* said Paul Melville, a Power Worker based in Esperance. *“It doesn’t matter who you are, where you’re from, everyone gets together, discusses the issues, gets to know each other, and builds a stronger relationship.”*



*Employees came together at the 2021 Aboriginal Employee Forum to discuss retention and engagement*

## Opportunities



Horizon Power is committed to building, developing and maintaining relationships that create opportunities for Aboriginal and Torres Strait Islander peoples, communities and organisations.

By building and supporting a diverse and inclusive workplace, we ensure Aboriginal and Torres Strait Islander employees have opportunities to be supported in their current roles and assisted to develop their careers. We will work with Horizon Power's senior leadership team to set Aboriginal and Torres Strait Islander employment outcomes, targets and commitments that will be the cornerstone of our Aboriginal Employment Strategy and ensure all measures align with our RAP and Aboriginal Engagement Strategy.

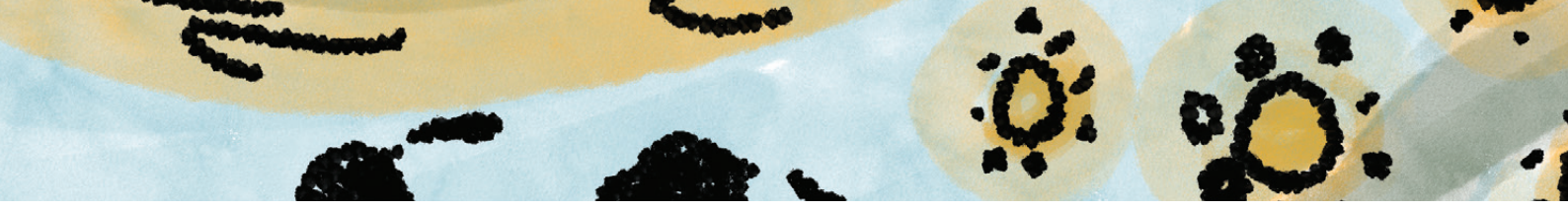
Through our commitment to the State Government's Aboriginal Procurement Policy, we aim to achieve a target of 3% of total spend on contracts with Aboriginal businesses (FY 2022) increasing to 4% in the next two years FY 2023 and 2024.

We will continue to invest in partnerships with organisations which support Aboriginal and Torres Strait Islander youth, their families and communities, and support the development of future leaders and Aboriginal businesses.

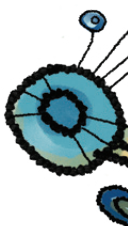
### Focus area

We will further develop and implement our Aboriginal Employment Strategy with its focus on the retention of existing Aboriginal and Torres Strait Islander employees as well as development and career advancement. We will develop our Aboriginal Procurement Action Plan.

Opportunities			
Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	• Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2023	Manager AS&E
	• Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	May 2023	Manager AS&E
	• Develop and implement Aboriginal and Torres Strait Islander attraction and recruitment guidelines.	December 2023	Manager AS&E
	• Implement recommendations from the review of HR policies and procedures that will allow a more culturally safe workplace.	September 2023	Senior Manager People and Capability
	• Increase the number of Aboriginal and Torres Strait Islander peoples within our workforce (including employees, trainees and apprentices) from our last RAP 2020-2022 (7% and/or 38 employees minimum).	July 2023 and June 2024	Manager AS&E



Opportunities			
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>• Provide a retention and mentoring strategy that aligns to the business' training and development programs that actively support all Aboriginal and Torres Strait Islander employees in a culturally appropriate way.</li> <li>• Develop Aboriginal and Torres Strait Islander attraction and recruitment guidelines including special measures based on Section 50(d) and Section 50 of the <i>Equal Opportunity Act 1984 (WA)</i>.</li> <li>• Set General Manager and regional operations' KPIs for Aboriginal and Torres Strait Islander employment.</li> <li>• Upskill interested Aboriginal employees to provide Aboriginal community engagement support and seek expressions of interest from Aboriginal employees to undertake professional development for the role of Aboriginal Engagement Specialist.</li> <li>• Develop an employee virtual network, intranet page designated for Aboriginal and Torres Strait Islander employees on career progression advice, support and development opportunities.</li> </ul>	<p>December 2023</p> <p>May 2023</p> <p>April 2023</p> <p>June 2023</p> <p>June 2023</p>	<p>Manager AS&amp;E</p> <p>Senior Manager People and Capability</p> <p>CEO</p> <p>Manager AS&amp;E</p> <p>Manager AS&amp;E</p>
<b>9. Build career and education pathways for Aboriginal and Torres Strait Islander students and peoples.</b>	<ul style="list-style-type: none"> <li>• Develop a business case to extend the current apprenticeship program and increase the number of apprentices from our last RAP 2020-2022 (total of three apprentices).</li> <li>• Expand Horizon Power's University Pathway Program for internship opportunities in each division.</li> </ul>	<p>July 2023</p> <p>April 2023 and April 2024</p>	<p>GM Operations</p> <p>Manager AS&amp;E</p>
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>• Investigate Supply Nation membership.</li> <li>• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.</li> <li>• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	<p>December 2022</p> <p>July 2023</p> <p>July 2023</p>	<p>Senior Manager Procurement &amp; Supply Chain (P&amp;SC)</p> <p>Manager AS&amp;E</p> <p>Manager P&amp;SC</p>

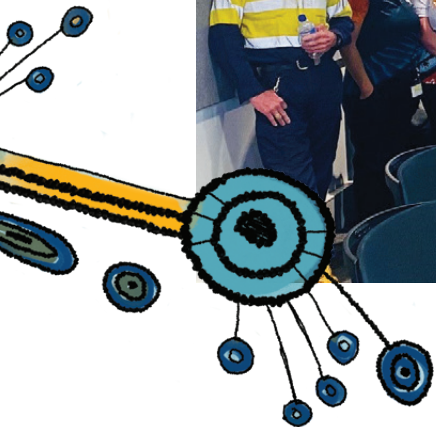




Opportunities			
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	July 2023	Manager P&SC
	<ul style="list-style-type: none"> <li>Maintain 6% of contracts over \$50,000 awarded to Aboriginal and Torres Strait Islander businesses.</li> </ul>	June 2023 and June 2024	Manager P&SC
	<ul style="list-style-type: none"> <li>Develop and implement a Horizon Power Aboriginal and Torres Strait Islander Procurement Action Plan.</li> </ul>	July 2023	Manager AS&E
	<ul style="list-style-type: none"> <li>Remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses and identify gaps for expansion and focus.</li> </ul>	April 2023	Manager P&SC
	<ul style="list-style-type: none"> <li>Implement plans to broaden the contract types awarded to Aboriginal and Torres Strait Islander businesses.</li> </ul>	August 2023	Manager P&SC
	<ul style="list-style-type: none"> <li>Develop opportunities for Aboriginal and Torres Strait Islander businesses and groups to co-invest in Horizon Power projects.</li> </ul>	December 2023	Manager P&SC
	<ul style="list-style-type: none"> <li>Develop partnerships with Aboriginal organisations and corporations to support improved economic and social outcomes.</li> </ul>	April and September 2023; and April 2024	Manager Customer Service & Community



Port Hedland employees participating in cultural awareness training



## Case study

# Apprenticeships

In early 2022 we welcomed two new Aboriginal apprentices as they started their energy career with us.

Based in Carnarvon in our Generation team, the two employees will spend up to four years training and learning alongside our teams as they work toward a Certificate III in Engineering – Mechanical Trade.

These new roles align with our Aboriginal and Torres Strait Islander guiding principle, our strategic theme of being a 'high performing organisation', and our new Aboriginal Engagement Strategy 2021-2026 that aims to create sustainable traineeship and apprenticeship opportunities and support local jobs for Aboriginal and Torres Strait Islander peoples.

*"Getting an apprenticeship with Horizon Power in Carnarvon has given me the opportunity to be with my family and friends while also getting a qualification to lead to a great career in the future,"* said Lachlan Phillips, Mechanical Fitter Apprentice.

Keith Hunter, from the Bidyadanga community south of Broome, completed his Remote Community Utilities Worker (RCUW) apprenticeship in 2017 and is currently two years into a distribution cable jointing apprenticeship.

*"Doing the job, with supervision, I really enjoy. It's hands-on and I get to move around learning from lots of people with different skills,"* said Keith.

*"I'm proud every day to work with these boys. I really enjoy working with this mob,"* he said.

Horizon Power has a unique opportunity to support regional WA by recruiting and hiring local people, developing their skills and creating opportunities for our future operations.



*Apprentices Kyah Kaine-Roe and Lachlan Phillips are working towards their Certificate III in Engineering – Mechanical Trade*



*Power Worker Apprentice Simone Long, based in Kununurra, pictured here getting her learners truck license*

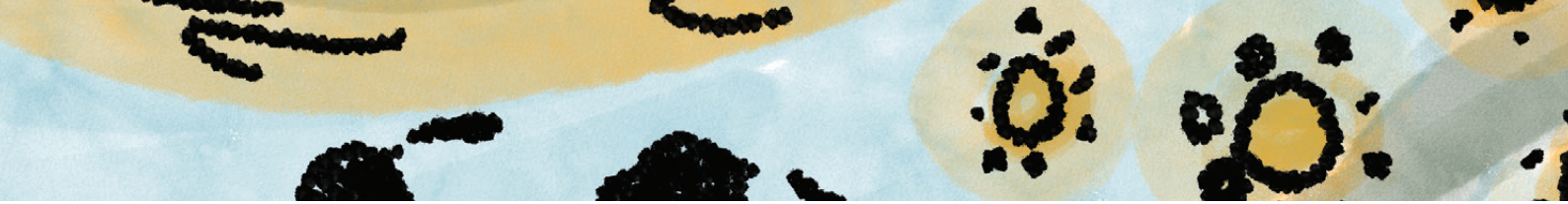




# Governance



Governance			
Action	Deliverable	Timeline	Responsibility
<b>11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	April 2023 and 2024	Manager AS&E
	• Refresh the Terms of Reference for the RWG.	March 2023	Manager AS&E
	• Meet at least four times per year to drive and monitor RAP implementation.	October, December 2022, March, June, September, December 2023, March, June 2024	Manager AS&E
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	• Define resource needs for RAP implementation.	March 2023	Manager AS&E
	• Engage our senior leaders and other employees in the delivery of RAP commitments.	March 2023	Manager AS&E
	• Define and maintain appropriate system to track, measure and report on RAP commitments.	March 2023	Manager AS&E
	• Implement a digital management system to monitor and report on progress of all RAP deliverables and actions.	March 2023	Manager AS&E
	• Maintain an internal RAP Champion from senior leadership team.	December 2022	CEO
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	• 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.	December 2022 and June 2023	Manager AS&E
	• Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	1 August 2022, 2023	Manager AS&E
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 and 2023	Manager AS&E
	• Report RAP progress to all employees quarterly.	March, June, September, December 2023, March, June 2024	Manager AS&E



Governance			
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings annually.</li> <li>Participate in Reconciliation Australia's biennial Workplace RAP Barometer.</li> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	June 2023 and 2024  May 2024  May 2024	Senior Manager Communications  Manager AS&E  Manager AS&E
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Establish an External Advisory Committee to review RAP deliverables that will feed into the development of the next RAP.</li> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	June 2023  February 2024	Manager AS&E  Manager AS&E

## Our partnerships

In early 2020 we undertook a review of our community investment program, which led to a refreshed program and increased funding (to \$1.1 million per year up from around \$300,000). Integral to this refreshed program are community partnerships.

As part of the refresh, the funding criteria was expanded to enable support of initiatives that provide a greater impact to the communities in which we operate. The program can support events, equipment, fit out and time limited projects, but does not support operational costs.

Since July 2020 and over three funding rounds, we have awarded \$776,500 to 45 organisations that are either Aboriginal corporations or directly support Aboriginal and Torres Strait Islander peoples.

Other organisations that indirectly support Aboriginal and Torres Strait Islander peoples or communities have also been supported.

### Broome Aboriginal Media Association

\$47,500 to support the Young Indigenous Women's Pathway Program in the Kimberley, Pilbara and Goldfields.

### Burrongola Aboriginal Corporation

\$10,000 to provide funding for youth empowerment and healing cultural camps on the Dampier Peninsula.

### Clontarf Foundation

\$50,000 to support programs that engage Aboriginal students in education and employment in Karratha and Port Hedland.



*Group training run by Clontarf Foundation is just one of the programs we support*

### **Djarindjin Aboriginal Corporation**

\$8,000 to support the refurbishment of the Djarindjin Safe House. This facility is for women and children who are victims of domestic violence in the Dampier Peninsula. It services the three major communities of Djarindjin, Ardyaloon and Beagle Bay.



*Project engagement meeting with DAC and Horizon Power representatives*

### **DV Assist**

\$50,000 to support the expansion of domestic violence support services in remote and regional WA.

### **Enterprise Partnerships WA**

\$10,000 to support the Kalumburu Youth Bush Food Project. Held during the 2020-21 bush food season, the project involved a series of one-day, On-Country workshops provided by Esther Waina in Kalumburu. The 10 workshops enabled Aboriginal Elders to share their knowledge of bush foods with a younger generation, building local Kwini ecological knowledge amongst young people and offering another opportunity to preserve Aboriginal culture.

### **Esperance Nyungar Aboriginal Corporation**

\$9,930 to support the refurbishment of Ngulla Mia (Our Place).

### **Glass Jar Australia (Shooting Stars)**

\$50,000 per year over three years to support one full time Aboriginal employee role. This role will help discover and provide opportunities for the girls who participate, to ensure their pathway to higher education or employment is supported.

### **Graham Polly Farmer Foundation**

\$25,000 to support the Follow the Dream program in the Kimberley. The program strives to support Aboriginal and Torres Strait Islander students throughout high school to create future pathways for tertiary education, traineeships, apprenticeships, or employment. Through our support over the last two years, a total of 234 students in Broome, Derby, Halls Creek and Kununurra have graduated from the program and have participated in an array of extra-curricular activities, such as On-Country experiences and camps.

### **Halls Creek Basketball Association 2021**

\$2,000 to provide funding to hold a 'King of the Kimberley' competition in Halls Creek.

### **Mowanjum Artists Spirit of the Wandjina Aboriginal Corporation**

\$10,000 toward the 2021 Mowanjum Festival held in Derby on 9 July 2021.

### **Ngaarda Media Aboriginal Corporation**

\$30,000 to help with the fit out of their outside broadcast production vehicle. Ngaarda Media is an independent community broadcaster and media training representing and empowering the Aboriginal people (Ngaarda) of the Pilbara.

### **Ngarluma Yindjibarndi Foundation Ltd Commercial**

\$10,000 to support the Foundation Food Program – a trial of a 'social supermarket' model to address food stress and improve food security in and around Roebourne.

### **Nyunngaku Women's Group**

\$9,500 to support the purchase of equipment for the Women's Wellbeing Community Hub based in Leonora.

### **Stephen Michael Foundation**

\$50,000 to support regional youth engagement in the Midwest, Gascoyne and Goldfields regions.

### **Waringarri Arts Aboriginal Corporation**

\$10,000 for their planting knowledge program.



## Contact details

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

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