



# CS Energy Reflect **Reconciliation Action Plan**

July 2023 – June 2024



## Acknowledgement of Country

CS Energy acknowledges the Traditional Owners of the lands on which we operate.

- At Callide Power Station the Traditional Owners are the Gangulu People, a subgroup of the Gaangalu Nation People who inhabited the region of the Callide Dawson Valley, a site rich in dreaming and significant places.
- The recognised group for the land and waterways on which the Kogan Creek Power Station is built is the Barunggam people. The Western Downs region and specifically the areas along the Condamine River and Kogan Creek are meaningful cultural heritage sites.
- CS Energy's corporate Office in Brisbane acknowledges the Traditional Lands of both the Turrbal and Jagera People.

We pay our respects to their Elders past and present, and recognise their continuing connection to the land, waters and community.



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## Connection

by Charlie Chambers Jnr

Australia being so multicultural today, I have named this painting 'Connections'

“better outcomes to the community and future Generations”

The footprints represent all the different walks of Life and different nationalities walking on Traditional Owners Land. Working together to protect Flora and Fauna of the land whilst still continuing your own goals and business by connecting power to all communities. Whether it be Bush, Country, Town or City which is represented at the bottom. The Goanna and Snake representing fauna, whilst the leaves represent the flora of the land. The top represents the sun and protecting the environment from pollution for better outcomes to the community and future Generations.



### About the artist

Charlie Chambers Jnr, an Aboriginal Jarowair man from the Toowoomba, Dalby, and Bunya mountain region, is a celebrated Australian Aboriginal artist. His journey into the world of art began as a young boy, sitting with his elders and listening to the rich tapestry of Dreamtime stories.

In his youth, these stories seemed to pass through him, but as he matured, they began to resonate deeply within him. Charlie's artistic calling emerged from a desire to preserve and share the wisdom and cultural heritage passed down by his elders.

He found his purpose in painting, using his creative talents to breathe life into the stories and traditions of his community.

For Charlie Chambers Jnr, art is a powerful medium through which he keeps the legacy of his people alive, ensuring that the wisdom of the past continues to inspire and educate future generations.





## Message from the Chair and Chief Executive Officer



We are pleased to present the inaugural CS Energy Reflect Reconciliation Action Plan (RAP).

As one of Queensland's largest energy providers, we recognise that we have an important role to play in supporting reconciliation in Australia and contribute to improved outcomes and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples.

Our first Reflect RAP demonstrates CS Energy's commitment to being an inclusive organisation and building a deeper connection with Aboriginal and Torres Strait Islander peoples.

Since 2015, we have worked to improve our relationships with Aboriginal and Torres Strait Islander peoples and have taken our employees on a journey of education about the cultural heritage of Traditional Owners in our local communities. There is still much to do, and this document outlines how we will listen, learn and build capacity as a business to support reconciliation.

We deeply appreciate the work of Rockhampton-based First Nations leader Desanya Stanley, whose Indigenous Perspectives Consultation Report informed and paved the way for this RAP. Thank you also to CS Energy employees who participated in workshops across our sites to contribute to this RAP.

We look forward to working further with Reconciliation Australia as we continue our reconciliation journey and share our progress on this RAP.

“building a deeper connection  
with Aboriginal and Torres Strait  
Islander peoples.”

**Adam Aspinnall**  
Chairman

**Darren Busine**  
Chief Executive Officer



## Message from the Reconciliation Australia CEO

Reconciliation Australia welcomes CS Energy to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

CS Energy joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program’s potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program’s strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables CS Energy to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia’s reconciliation journey.

“Congratulations CS Energy, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.”

**Karen Mundine**  
Chief Executive Officer, Reconciliation Australia



## Our business

CS Energy is a proudly Queensland-owned and based energy company that provides power to some of our state's biggest industries and employers.

We employ more than 600 people who live and work in the Queensland communities where we operate. We generate and sell electricity into the National Electricity Market (NEM), we are an energy retailer to commercial and industrial businesses, and we are investing in new energy assets, including solar and wind farms, renewable hydrogen and storage.

## Our purpose

### *Delivering energy today, powering your tomorrow*

CS Energy is adapting our business to thrive in the rapidly changing energy world. Our purpose captures the dual nature of what we aim to do – run a successful thermal generation business and evolve into a diversified energy business exploring new markets, products and partnerships.

## Our values

Our values define how we work and help make CS Energy a great place to work. They form the foundation of the high performing culture that we are building here at CS Energy.



**WE WORK SAFELY.** There is nothing more important than safety. Working safely also extends to protecting the environment and protecting CS Energy from cyber harm.



**WE MAKE TODAY MATTER.** We make a positive impact every day and our employees are empowered to create value in their individual roles.



**WE EMBRACE CHANGE.** Our industry is undergoing unprecedented change. By approaching it with a positive mindset, we can find the opportunities.



**WE CARE.** We respect each other, our communities, Traditional Owners, and our customers. When we work together, we listen and treat each other with care.

## Our people

We are an organisation with deep roots in Queensland regions, creating employment and economic opportunities that helps to sustain local regional communities.

We currently employ more than 600 people across three sites: Biloela in Central Queensland (Callide Power Station), Chinchilla in the Western Downs (Kogan Creek Power Station) and Brisbane (corporate office). More than 50 per cent of our employees live in the communities where we operate.

Thirteen per cent of CS Energy's workforce is from a non-English speaking background and one per cent are Aboriginal and/or Torres Strait Islander people.

We are proactively taking steps to create a workplace culture that builds respect, fosters inclusiveness, promotes diversity and embraces the unique skills and qualities of all our employees — a culture that involves our employees to evolve our business.

## Our energy portfolio

We are creating a more diverse portfolio of energy sources to meet our customers' decarbonisation requirements and support power system security and reliability.

Our thermal generation assets are the Callide B and Kogan Creek power stations and we have a 50 per cent interest in the Callide C Power Station where we provide operations and maintenance services to the Callide C Joint Venture. We also trade energy generated by Gladstone Power Station, in excess of the requirements of the Boyne Island aluminium smelter.

We have almost 300 megawatts (MW) of contracted renewables (refer map), that we supply to our large commercial and industrial customers.

We are creating energy hubs at our power station sites, beginning with Kogan Creek on the Western Downs where we are developing a grid-scale battery and a renewable hydrogen demonstration plant.

Our coal asset is the Kogan Creek Mine, which supplies coal to the Kogan Creek Power Station.

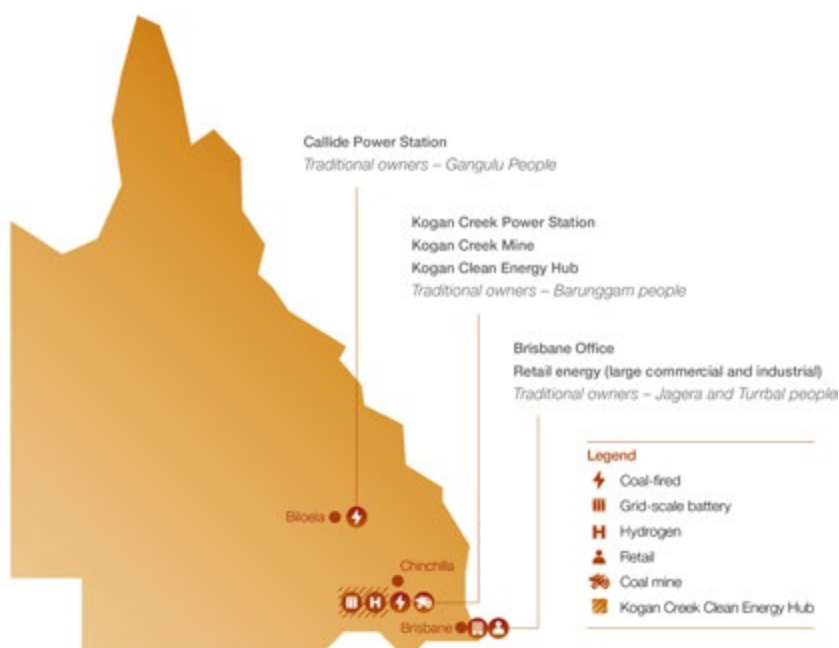


# Social value at CS Energy

At CS Energy, we have adopted a social value framework, which is a holistic approach to decision-making where we recognise both financial and social benefits and impacts; and acknowledge that each depends on the other for the decision to maximise positive outcomes.

Social value is about our contribution to society – our people, business partners, customers, shareholders, the economy, the environment and local communities.

We continue to embed social value into our business strategy, planning and processes. We have included a social performance metric in our refreshed strategy. The social performance metric seeks to measure our engagement and strength of relationship with a local community through a range of qualitative and quantitative measures. In FY2024 this will include specific measures in relation to our engagement with First Nations peoples and the delivery of the actions set out in this Reflect RAP.







## Our vision for reconciliation

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To shape the vision for reconciliation, we adopted a collaborative and inclusive process where input was sought from our people, ranging from the Board to the Executive Leadership Team (ELT), to frontline employees.

This approach ensured that our vision was comprehensive, aligned with the CS Energy's values, and took into consideration the practical insights of our people.

Through the RAP development process, it was noted that we should be involving our Traditional Owner groups to provide input into the vision for reconciliation.

Our relationships with our Traditional Owners are still maturing and we have not been able to engage them in the development of this RAP. However, we recognise that a Reflect RAP is an important step in building capability within the business and in developing relationships with Traditional Owners which will provide the foundation for future RAPs.

### Our vision for reconciliation is:

CS Energy is committed to providing a culturally safe environment where it creates an inclusive and respectful environment that embraces and celebrates the First Nations people, fostering unity and reconciliation throughout Australia.





## Our approach to developing our RAP

**As one of the State's leading energy companies with operations in regional Queensland, CS Energy has an opportunity to support First Australians through creating opportunities to embed generational change.**

A critical first step for the business in our reconciliation journey was to understand and clearly identify our 'why'.

An extensive employee consultation process in 2020 resulted in the delivery of an Indigenous Perspectives Report by Desanya Stanley which reflected CS Energy's progress regarding Aboriginal and Torres Strait Islander engagement and participation. Key themes from the report that drove the need to develop a RAP were:

- CS Energy staff genuinely wanted to learn about First Nations People.
- There was a strong desire to help with increasing First Nations participation in the business, and engage with local First Nations communities, but people did not know how or where to start.
- Our people also stated that they were unsure who to turn to within CS Energy for cultural guidance or advice.
- Our people understood that to affect real change, we must build genuine, long-lasting relationships. We must be in it for the 'long-haul'.
- CS Energy staff recognised that as a business we have a responsibility to work with Aboriginal and Torres Strait Islander people and begin to understand 'what an employer of choice' looks like from a First Nations perspective.

CS Energy's Reflect RAP will be the impetus to address changes, drive change, restore trust, build powerful relationships between communities, and deliver better and more meaningful outcomes for Aboriginal and Torres Strait Islander Queenslanders.

To achieve this change and design a RAP, it was important to source capability to achieve this change. For this reason, CS Energy employed a full-time Indigenous Engagement Advisor to leverage their knowledge and cultural capability to assist in co-designing the RAP.

To build trust and realise the reconciliation benefits, the Indigenous Engagement Advisor undertook a co-design process and held internal workshops with the Executive Leadership Team, Senior Leadership and frontline staff. Providing staff with the opportunity to make a significant contribution towards CS Energy's reconciliation journey has established a strong sense of shared ownership of the RAP.

Over the next 12 months of delivering our Reflect RAP, we will build our capability to enhance cultural awareness, engagement and advocacy of Aboriginal and Torres Strait Islander people, cultures, and histories across the organisation. We will also foster partnerships across key community groups, First Nations enterprises, job agencies, government and service providers to deliver on our commitment to improving reconciliation outcomes.

CS Energy will also engage in genuine and meaningful connection with our Traditional Owner groups to listen and gain valuable insights and foster trust and build stronger relationships.

This will help us in understanding the perspectives, concerns and aspirations of the Traditional Owners, and inform decision-making, leading to more meaningful and productive collaborations over the long term.



# Our Reconciliation Journey

Since 2015, CS Energy has taken significant steps to improve relations with and support of First Australians.

## 2015-20

- Acknowledged and celebrated NAIDOC Week and National Reconciliation Week. We have sponsored book awards, local events and school celebrations in Biloela, Chinchilla and Brisbane associated with these occasions.

## 2017-20

- Renewed the Cultural Heritage Management Agreement (CHMA). Representatives from Kogan Creek and Brisbane continue to meet with the Barunggam People on an annual basis. Prior to the CHMA renewal, the meetings were irregular and this impacted our relationship with the Barunggam People. Regular meetings have improved support for Kogan Creek Mine cultural clearance walkovers.

## 2017

- The meeting rooms in our Brisbane office were renamed to honour Traditional Owners of the land and waterways on which we operate.
- A plaque was installed at each site acknowledging the Traditional Owners of the land and waterways on which we operate.
- A \$20,000 donation was made to the Queensland Museum Repatriation Fund to support repatriation of Ancestral Remains to Country.
- Commissioning of a Gangalu artist to paint and supply Aboriginal and Torres Strait Islander artworks for Brisbane and Callide Power Station.

## 2018

- Launched CS Energy's Employee Value Proposition to include collateral and imagery that specifically targets Aboriginal and Torres Strait Islander candidates.

## 2019

- Reviewed the I&D strategy and targets and set a target of 3% Aboriginal and Torres Strait Islander employees.
- A donation was made to the Department of Prime Minister and Cabinet (Central Queensland) for a 'Back to School at the Pool' event in Woorabinda. The event resulted in over 90% attendance on the first day at school. Woorabinda is an Aboriginal community approximately 90 minutes from Biloela.
- CS Energy hosted a member of the Barunggam Traditional Owner group who undertook his Year 11 work experience working with the Corporate Affairs team.
- During NAIDOC Week the Nunukul Yuggera Aboriginal Dancers performed a Welcome to Country ceremony and traditional welcome dance for employees at the Brisbane office.
- Shipping containers at Kogan Creek Power Station containing various First Nations artefacts were sorted by the Barunggam People. The artefacts had been in-situ since the mine was initially developed. At the request of the Traditional Owners, most of the items were returned to Country.



## 2020

- CS Energy sponsored Goondir Health Services in Dalby to purchase a battery for their mobile medical clinic. The clinic visits Aboriginal communities in Western Queensland, providing critical health care support. The battery allows the clinic to go 'off grid' and support even more First Australians, who will benefit from preventive medical advice or receive treatment for chronic health issues.
- Engaged Desanya Stanley of Destiny Designed to assist with the delivery of internal consultation sessions and provide advice on improving Aboriginal and Torres Strait Islander participation through recruitment, retention, and community engagement.

## 2021

- A donation was made to Woorabinda State School for a 'Back to School at the Pool' event.
- CS Energy partnered with Queensland University of Technology (QUT) to establish the CS Energy Indigenous Scholarship. The scholarship is offered to an Aboriginal and or Torres Strait Islander student from a rural or regional area, who has chosen to study business, science, engineering or technology. CS Energy has committed to funding the Indigenous Scholarship for an initial five-year term.

## 2022

- Employed a full-time, permanent Indigenous Engagement Advisor to build capability in the business and develop and deliver our RAP.
- The first CS Energy Indigenous Scholarship was awarded to QUT engineering student Jessica Nizeti-Panebianco.

## 2023

- CS Energy attended a First Nations Employment Forum in Brisbane to engage with business leaders who have successfully worked with community stakeholders to develop practical programs, improve First Nations employment outcomes, and increase Aboriginal and Torres Strait Islander leadership opportunities.
- Commenced attendance at Black Coffee networking events to develop closer relationships with First Nations businesses in our local communities in Central Queensland and the Western Downs.
- Commenced regular meetings between representatives of the Barunggam and the CS Energy Executive Leadership Team.
- Recruited a full time, permanent Cultural Heritage Advisor to enhance our cultural heritage capability.
- Engaged with the Indigenous Business Connector from Toowoomba and Surat Basin Enterprise to identify First Nations businesses in the region that CS Energy can connect and potentially partner with in the future.



# Deliverables

CS Energy's action areas within its Reflect RAP follow Reconciliation Australia's framework across the following areas:

1. Relationships
2. Respect
3. Opportunities
4. Governance

CS Energy's RAP Champion, Leigh Amos Executive General Manager Plant Operations, will be responsible for overseeing the RAP Working Group (RWG), raising the profile of reconciliation as an organisational priority internally and externally, and leading by example by actioning the commitments in the RAP.

## RAP Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence by attending local forums and meetings such as Black Coffee	September 2023	Head of Corporate Affairs
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations by attending First Nations employment and engagement conferences and forums	December 2023	Indigenous Engagement Advisor
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Indigenous Engagement Advisor
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024	RAP Champion
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024	Indigenous Engagement Advisor
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2024	CEO / ELT
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	September 2023	Indigenous Engagement Advisor
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2023	Indigenous Engagement Advisor
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2023	Head of People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2024	Head of People and Culture



# RAP Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, rights and constitutional reform within our organisation.	September 2023	Head of Corporate Affairs
	Conduct a review of cultural learning needs within our organisation.	December 2023	Head of Corporate Affairs
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2024	Indigenous Engagement Advisor
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	Indigenous Engagement Advisor
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	Head of Corporate Affairs
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Indigenous Engagement Advisor
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	RAP Champion





# RAP Opportunities

Action	Deliverable	Timeline	Responsibility
8. Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Increase Aboriginal and Torres Strait Islander employment within our organisation to 2%	December 2023 June 2024	Head of People and Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2023	Head of People and Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Increase procurement from Aboriginal and Torres Strait Islander owned businesses.	By December 2023 then monitored six monthly	Head of Procurement
	Investigate Supply Nation membership.	September 2023	Head of Procurement





# RAP Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	July 2023	RAP Champion
	Draft a Terms of Reference for the RWG.	July 2023	RAP Champion
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2023	CEO / ELT
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2023	CEO / ELT
	Continue to engage senior leaders in the delivery of RAP commitments. Meeting at least four times per year with Initiative Owners to monitor and report on RAP implementation.	Review quarterly September 2023, December 2023, March 2024, June 2024	CEO / ELT
	Continue to engage our RAP Champion and review their progress increasing engagement internally	July 2023  Review quarterly September 2023, December 2023, March 2024, June 2024	CEO / ELT
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2023	CEO / ELT
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Head of Corporate Affairs
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Head of Corporate Affairs
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Head of Corporate Affairs
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2024	Head of Corporate Affairs



## CONTACT DETAILS

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