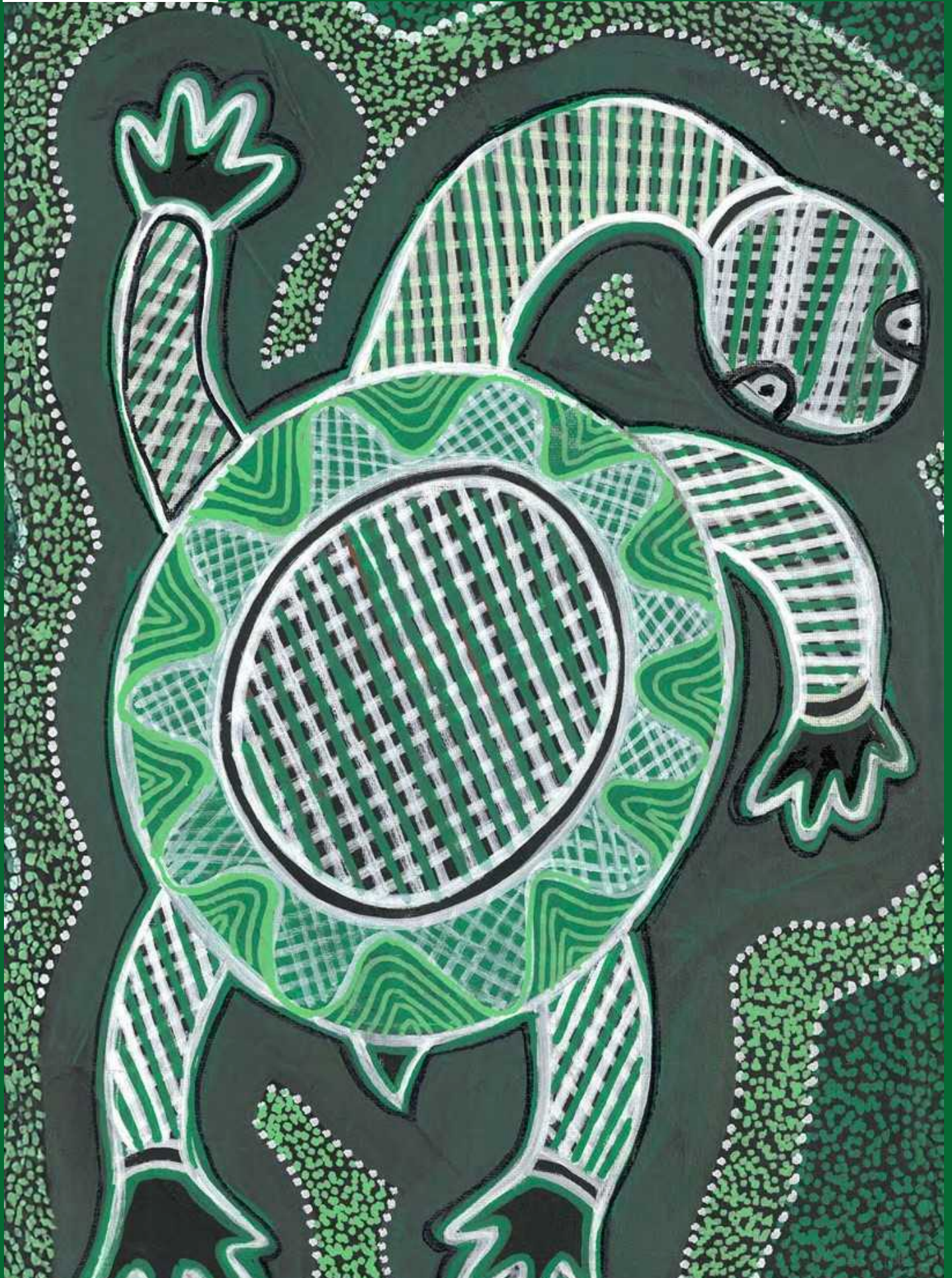




Reflect Reconciliation Action Plan (RAP)

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Tilt Renewables is *driving* Australia's renewable future.

Tilt Renewables is an Australian owner, operator and developer of renewable energy and storage projects in Australia, for all Australians. We are one of the largest owners of wind and solar generation in Australia.

We strive to be the leading investor in, and owner of, large scale renewable generation in Australia. In doing so, we support Australia's transition to a clean energy economy. We strive to support the prosperity of regional Australia during this energy transition. We currently have ten operating assets, including eight wind farms across Queensland, New South Wales, South Australia and Victoria.

Our team of 120 people is based across Melbourne and Sydney and many of our project sites where we are developing, delivering and operating our projects. Currently our organisation two staff that identify as Aboriginal and/or Torres Strait Islander people.

IVY CAMPBELL ART

Artist: Ivy Campbell, Peramangk People
Title: Turtle shells Tupperware
Location: Palmer Wind Farm, South Australia



The long neck turtle and the short neck turtle were used for many things including containers by the Peramangk and other First Nations people.

Different sizes were used for different uses. The shells were used for food, water and carrying items as you would do in a house. They were even used for measuring things.

Highly valued, the turtles were traded with other tribes especially those that didn't live near water.

A message from our CEO

I am pleased to present Tilt Renewables Reflect Reconciliation Action Plan (RAP) formalising our commitment to reconciliation.

At Tilt Renewables, our purpose is to drive Australia's renewable future. We will continue to be a leading renewable energy business that promotes sustainability and shared prosperity.

Our goal is to be the partner of choice for First Nations peoples, our customers, communities, and suppliers, fostering a collaborative environment that benefits everyone involved. Uniquely positioned to deliver on these partnerships, we plan to continue to grow our project pipeline, to be the leading wind developer and operator in Australia.

Tilt Renewables proudly works closely with Traditional Owners and other First Nations peoples through the planning, design and delivery of our Projects. This approach enables us to protect tangible and intangible cultural heritage on country wherever our projects are located. We are determined to continue to improve and are focused on creating further shared value with First Nations people that extends across the entire project lifecycle.

As part of our commitment to reconciliation, we want to go further and expand our influence. We want to strengthen First Nations involvement in our supply chain and better understand employment opportunities within our projects and in the broader business. Critically we want to increase the cultural competency of our staff and form genuine, mutually beneficial partnerships with First Nations peoples across the operational life of our projects.

Drafting this plan provided the opportunity to reflect on some of our strengths while highlighting the journey we have in front of us. This Reflect RAP provides us a focus and structure guiding us towards our vision of an Australia that embraces Aboriginal and Torres Strait Islander People along with all other Australians and residents.

This RAP reaffirms our commitment to reconciliation by taking account of where we are in our journey and embedding First Nations considerations in key parts of business ranging from procurement and employment to partnering on broader benefit sharing on projects.

I look forward to leading our team on our reconciliation journey and working with our First Nations peoples and everyone in Tilt Renewables. Together we can create equitable social, economic and cultural outcomes for First Nations peoples on our Projects and build an inclusive and diverse workplace that is culturally safe, culturally rich and proud.



ANTHONY FOWLER

Chief Executive Officer,
Tilt Renewables

Statement from Karen Mundine, CEO of Reconciliation Australia

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

Tilt Renewables joins a network of more than 3,000 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 Tilt Renewables 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 Tilt Renewables, 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

Photo credit: Joseph Mayers



Opportunities



Respect



Relationships



Governance

Traditional Owners & Our Projects

We recognise that a cleaner, more energised future starts with the things we do and the things we inspire others to do, day to day, week to week.

Our vision is to drive the transition to renewables through everything and to create value for all our stakeholders. We will create the world we want to be part of and to look for those opportunities in everything we do.

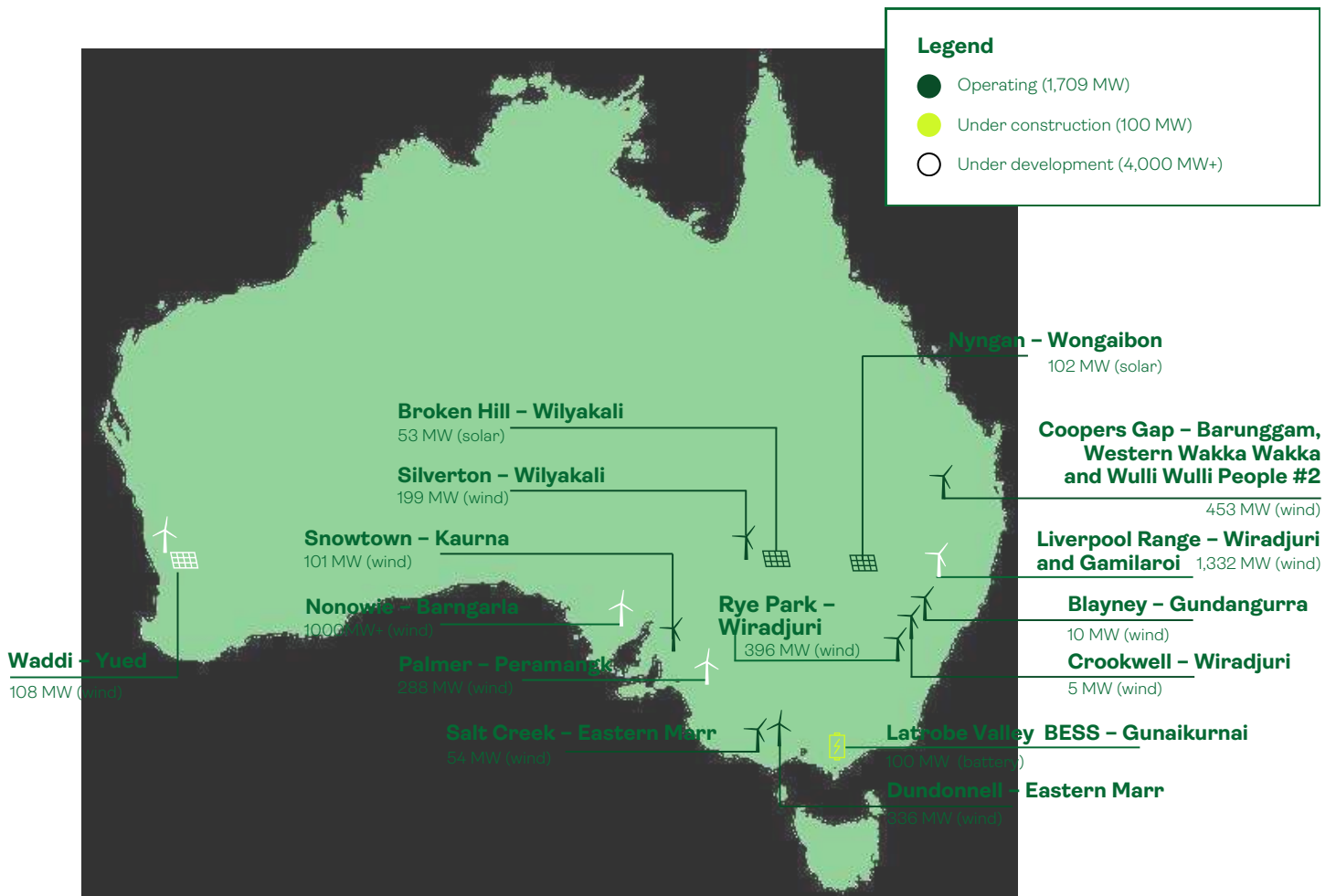
We're genuine about our commitment to renewables and we aim to create value for all our stakeholders and make a positive difference to the environment.

We have the unique opportunity to balance an innovative and flexible approach with our commitment to grow ethically and sustainably.

We aim to achieve this through strengthening relationships with Traditional Custodians and upholding, respecting and protecting their unique rights, and the unique rights of all Aboriginal and Torres Strait Islander peoples.

Our commitment to a sustainable future goes beyond the renewable assets we own. Our projects have a focus on preserving cultural heritage and minimising our impact on the environment.

We recognise we can only achieve this, in partnership with the Traditional Custodians of the lands and waters where we operate.



Tilt Renewables' vision for Reconciliation

Our vision focuses on us helping create the world we want to be part of and to look for those opportunities in everything we do.

Our vision for reconciliation is an Australia that embraces Aboriginal and Torres Strait Islander peoples and non-indigenous Australians. We believe in a national culture that represents equality and equity, historical acceptance of our shared histories and removal of negative race relations.

For Tilt Renewables, this represents equal social, economic and cultural outcomes for our Aboriginal and Torres Strait Islander stakeholders on our Projects and an inclusive and diverse workplace that is culturally safe, culturally rich and proud.

Our Reconciliation journey to date

Historically, Tilt Renewables sought to identify tangible and intangible cultural heritage on each of our Projects. Once identified we have worked with Traditional Owners to avoid identified areas of cultural heritage significance through the design and construction of our projects. This also included the incorporation of site specific cultural awareness training for site teams and protocols for unexpected finds.

Recently, Tilt Renewables also sought to increase our knowledge of First Nations peoples through participating in cultural walks in Naarm (Melbourne) and Gadigal (Sydney), (see cultural walks case study).

We have also been seeking to make a change in the communities in which we are planning our projects through partnerships with community organisations seeking to make a difference in the lives of First Nations peoples.

In 2024, Tilt Renewables partnered with First Nation suppliers Australian BlackCard Pty Ltd. (BlackCard) and Ninti Kata Consultancy (Ninti Kata) to:

- support the design and development of a First Nations Engagement Strategy and Framework to drive capability and build cultural competence and culturally safe practice.
- achieve optimal outcomes for local First Nations communities through heritage protection, procurement, employment and training, and community benefit sharing.
- inform and support the development of Tilt Renewables' Reflect Reconciliation Action Plan; and
- provide cultural competency training services, to build the cultural competence of Tilt Renewables' key leaders and personnel.

Why are we developing a Reflect Reconciliation Action Plan?

We are committed to being a positive community member and want to create shared value on our projects with Traditional Owners and other First Nations peoples on the lands in which we're on.

Being a positive community member includes ensuring we respect and observe local cultural protocols and that we promote, uphold and respect the rights of Traditional Owners and Custodians and broader Aboriginal and Torres Strait Islander peoples.

It is also ensuring Aboriginal and Torres Strait Islander stakeholders benefit from our projects. The map opposite outlines some of the benefit sharing initiatives already being delivered in partnership with our communities and we are committed to strengthening our relationships with our First Nations community stakeholders, in part through the delivery of our Reflect RAP.

On our development projects we are already applying lessons from our RAP journey. We are co-designing our approach to partnerships with Traditional Owners. With a focus on ensuring we can secure Free, Prior and Informed Consent (FPIC), we are working with Traditional Owners to understand:

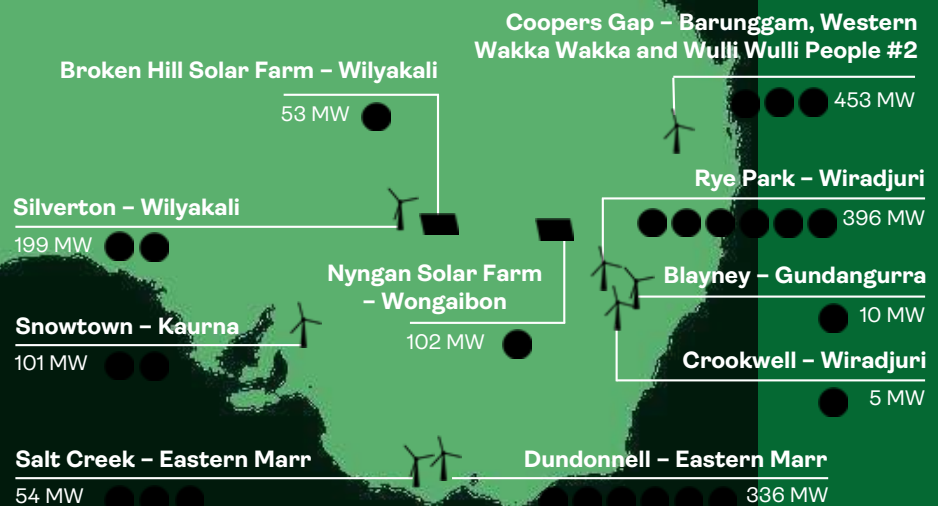
- How we can best partner with agreed outcomes, timeframes and engagement processes
- Additional resourcing needed for Traditional Owners to build capacity to participate in projects
- Identifying tangible and intangible cultural heritage to protect through design, planning and delivery of projects
- Co-designing partnership funds and other initiatives

Importantly for reconciliation, this process is supported with culturally appropriate consultation including place-based engagement during walks on country. With this we intend to continue expanding the benefit sharing initiatives already in place for our projects (Figure 2). Currently these programs are open to First Nations and non-indigenous Australians. Into the future we plan to expand these initiatives to include programs specifically targeted at improving outcomes for First Nations peoples.

Tilt Renewables works with our neighbours to strengthen our communities



● Community Benefit Funds	Six funds distributing \$400,000 + annually
● Education	School and training scholarships Country Education Foundation support Federation University training tower
● Sponsorships & Grants	Support for sports clubs, emergency services, community groups, regional events and tourism
● Mental & Physical Well-being	Mental wellbeing program for students 10 years of funding for a Lifeline officer Safe housing for vulnerable women
● Economic Participation	Food truck for Rye Park Solar power for rural communities
● Environmental Initiatives	Revegetation programs Partnership with Odonata to support the return of critically endangered species



First Nations Cultural Walks

The Tilt Renewables team undertook a series of cultural walks in Naarm (Melbourne) and Gadigal Country (Sydney) to celebrate Indigenous Literacy Day. Walking through the rich cultural heritage, traditions and natural landscapes of Australia's First Nations Peoples our team heard about the ancestral lands of the Kulin Nation, and stories from the Gadigal way of life.

We were led by Walkin Country, Walkin Birrarung in Naarm (Melbourne) and Donia from Illi-Langi the Rocks Aboriginal Dreaming Tour (Sydney). The walks also gave us a chance to raise funds and donate to Australia's Indigenous Literacy Foundation, helping to put books into the hands of children in indigenous remote communities.

At Tilt Renewables, we agree that reading opens doors - that is, doors to future opportunities and choices.



Supporting Moora Yued Community Certificate 3 Civil Construction Plant Operations participants

The Moora Yued Community Certificate 3 Civil Construction Plant Operations program aims to support members of the Moora Yued community. It achieves this by getting participants ready for construction work with training on operating various construction equipment and obtaining necessary certifications, enhancing employability.

Key to the success of this program is building work ready skills while addressing mental health and wellbeing.

Participants in the program face challenges such as financial hardship, social isolation, and mental health issues.

Working with Moora Health, Tilt Renewables funds daily lunches and essential food items which help improve participants' concentration, decision-making, and overall mental health. The provision of this support saw that number of successful completions increase significantly with 21 of the 24 participants successfully completing the program.



Action	Deliverable	Draft Timeline	Responsibility
01 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 office and operational areas or sphere of influence.	April 2025	Manager Stakeholder Engagement
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations: Produce a lessons learned guide illustrating such examples for internal learning.	August 2025	Manager Stakeholder Engagement
	Engage two Traditional Owners groups on our Reflect RAP commitments and how these can be strengthened for the next iteration.	August 2025	Manager Stakeholder Engagement
02 Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2025	CEO
	RAP Working Group members to participate in at least one external NRW event.	27 May - 3 June 2025	Manager Stakeholder Engagement
	Identify and host an event for staff and senior leaders to participate in to recognise and celebrate NRW.	27 May - 3 June 2025	CEO
03 Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff.	April 2025	CEO
	Identify at least five external stakeholders and other likeminded organisations that we can approach and or collaborate with on our reconciliation journey.	April 2025	Manager Stakeholder Engagement
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2025	Manager Stakeholder Engagement
04 Promote positive race relations through anti-discrimination strategies	Engage the Diversity Council of Australia to provide advice and support with the development of best practice policies in areas of race relations and anti-discrimination.	June 2025	Executive General Manager, People and Safety
	Engage the Diversity Council of Australia to conduct a review of HR policies and procedures and practices to identify existing anti-discrimination provisions, and future needs.	June 2025	Executive General Manager, People and Safety
	Continue to deliver onboarding training modules and annual refresher courses for staff to promote a safe and inclusive workplace free of discrimination.	June 2025	Executive General Manager, People and Safety

Action	Deliverable	Draft Timeline	Responsibility
05 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop an action plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2025	Manager Stakeholder Engagement / Executive General Manager, People and Safety
	Conduct a review of cultural competency learning needs within our organisation.	May 2025	Executive General Manager, People and Safety
	In consultation with the People and Culture Executive engage a First Nations supplier to deliver cultural competency training to all Renewables leaders and all staff (aligned to the findings of the cultural learning needs assessment).	May 2025	Manager Stakeholder Engagement
06 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop knowledge of the local Traditional Owners / Custodians of the lands and waters on which we work.	June 2025	Manager Stakeholder Engagement
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2025	Communications and Marketing Advisor
07 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.	May 2025	CEO
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	May 2025	Communications and Marketing Advisor
	RAP Working Group to participate in at least one external NAIDOC Week event.	First week in July 2025	EGM Sustainability and Government

Action	Deliverable	Draft Timeline	Responsibility
08 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a strategy and an action plan for increasing knowledge of Tilt Renewables as an organisation with opportunities for Aboriginal and Torres Strait Islander employment and professional development opportunities.	June 2025	People and Culture Executive
	Provide the opportunity for two dedicated First Nations positions within Tilt Renewables' graduate program (2026) for employment within the grad program that can work in the Environmental and Stakeholder Engagement team.	June 2025	People and Culture Executive
	Recruit for an identified position within the Environment and Stakeholder Engagement team to lead First Nations Engagement.	April 2025	Manager Stakeholder Engagement
09 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from a First Nations majority owned businesses on a project	April 2025	Head of Commercial/Stakeholder Engagement Manager
	Investigate Supply Nation membership.	April 2025	Head of Commercial / Procurement/RAP Co-ordinator
	Review Tilt Renewables' shareholders First Nations' procurement processes to identify how to ensure First Nations suppliers are duly considered and assessed in our supply chain.	April 2025	Head of Commercial / Procurement
	Review operational projects to confirm upcoming work packages that could be sourced from local First Nations businesses	June 2025	Head of Asset Management

Action	Deliverable	Draft Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive Governance of the RAP.	Maintain the RAP Working Group (RWG) to govern RAP implementation.	Review January 2026	EGM Sustainability and Government
	Uphold the Terms of Reference for the RWG.	Review January 2026	EGM Sustainability and Government
	Retain Aboriginal and Torres Strait Islander representation on the RWG.	Review January 2026	EGM Sustainability and Government
11 Provide appropriate support for effective implementation of RAP commitments.	Ensure resources are provided for RAP implementation.	June 2025	EGM Sustainability and Government
	Provide appropriate resourcing for RAP implementation.	June 2025	CEO approval
	Engage senior leaders in the delivery of RAP commitments.	June 2025	CEO
	Maintain a senior leader to champion our RAP internally.	Review January 2026	CEO
	Track, measure and report on RAP commitments.	June 2025	EGM Sustainability and Government
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	Manager Stakeholder Engagement
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	Manager Stakeholder Engagement
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Manager Stakeholder Engagement
13 Continue our reconciliation journey by developing next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2025	Manager Stakeholder Engagement

OUR TEAM

ANTHONY FOWLER

Chief Executive Officer
Executive Sponsor

ANGELA CATT

Executive General Manager,
Corporate Affairs

MATTHEW BROWN

Renewable Energy Engineer
RAP Co-ordinator

LAURENT FRANCISCI

Chief Development Officer
Development Lead

BAREND VAN DER POL

Head of Asset Management
Operations

OWEN BOUSHEL

Manager Stakeholder Engagement
First Nations Engagement

KATHY BREMNER

Executive General Manager,
People and Safety
People and Culture

RACHAEL DAWSON

Head of Commercial
Procurement





Australia's
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