



# RECONCILIATION ACTION PLAN

## 2015–2016



# ILLUMINATING COUNTRY

**A flame is lit  
Fire is energy  
Fire, the original energy source.**

**People are gathered  
Culture is strengthened  
The journey begins  
Country is connected.**

**Our Compass  
The Southern Cross  
Together people are guided  
Navigation by land, sea and sky  
Dreaming track of the Creation Spirit.**

**Songs are sung  
Country is traversed  
Knowledge is shared  
Ceremony is performed  
Knowledge of country connects us all.**

**The sun rises on a new day  
Rich deposits unearthed  
Energy and light for all.**

The Origin Reconciliation Action Plan artwork – Illuminating Country – is about the creation of energy.

The red central circle surrounded by white dots in this artwork is an artistic impression of the Southern Cross constellation. This also represents Origin's Compass – the 'Compass' guides Origin's strategy and decision making through the company's Purpose, Principles, Values and Commitments. Traditionally the constellations helped guide people from one part of the country to another.

The central line running from left to right represents a Dreaming Track. This track defines country and significant ceremonial places throughout that country, and it's where the bringing of knowledge and ceremonial law is practiced, recorded and passed on to future generations. The Dreaming Track represents the continuation of Origin's journey.

The circular motifs that sit above and below the Compass and the Dreaming Track represent the various natural energy resources, above and below the earth's surface that Origin uses to create and provide energy. These include coal and gas, geothermal, hydro, wind and solar energy resources.

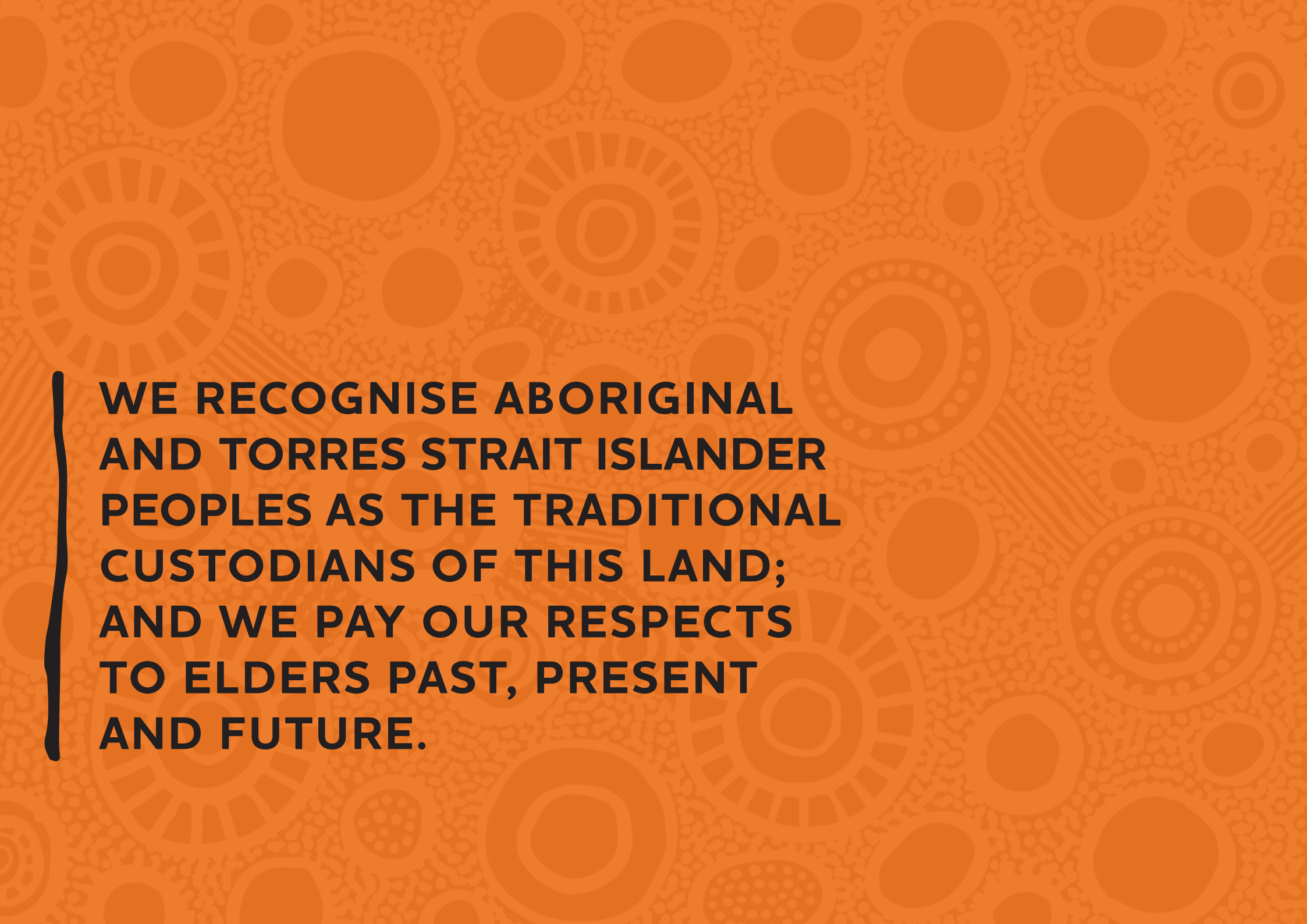
The surrounding yellow and orange dots represent the people and the communities across Australia that Origin supplies energy to, the small white dots above the Dreaming Track represent stars in the night sky. These replicate what might be seen today when looking down from an aerial perspective on a contemporary landscape at night and seeing the lights from homes, businesses and streets that illuminate the country. Origin – Illuminating Country.

Riki Salam, Artist (Gilimbaa)

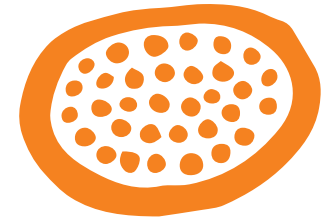






The background is a solid orange color with a repeating pattern of stylized Aboriginal dot art. The pattern consists of various circular and semi-circular motifs, some with concentric circles and others with radiating lines, all rendered in a lighter shade of orange. The text is positioned on the left side of the image, enclosed within a thick, dark orange vertical bracket.

**WE RECOGNISE ABORIGINAL  
AND TORRES STRAIT ISLANDER  
PEOPLES AS THE TRADITIONAL  
CUSTODIANS OF THIS LAND;  
AND WE PAY OUR RESPECTS  
TO ELDERS PAST, PRESENT  
AND FUTURE.**

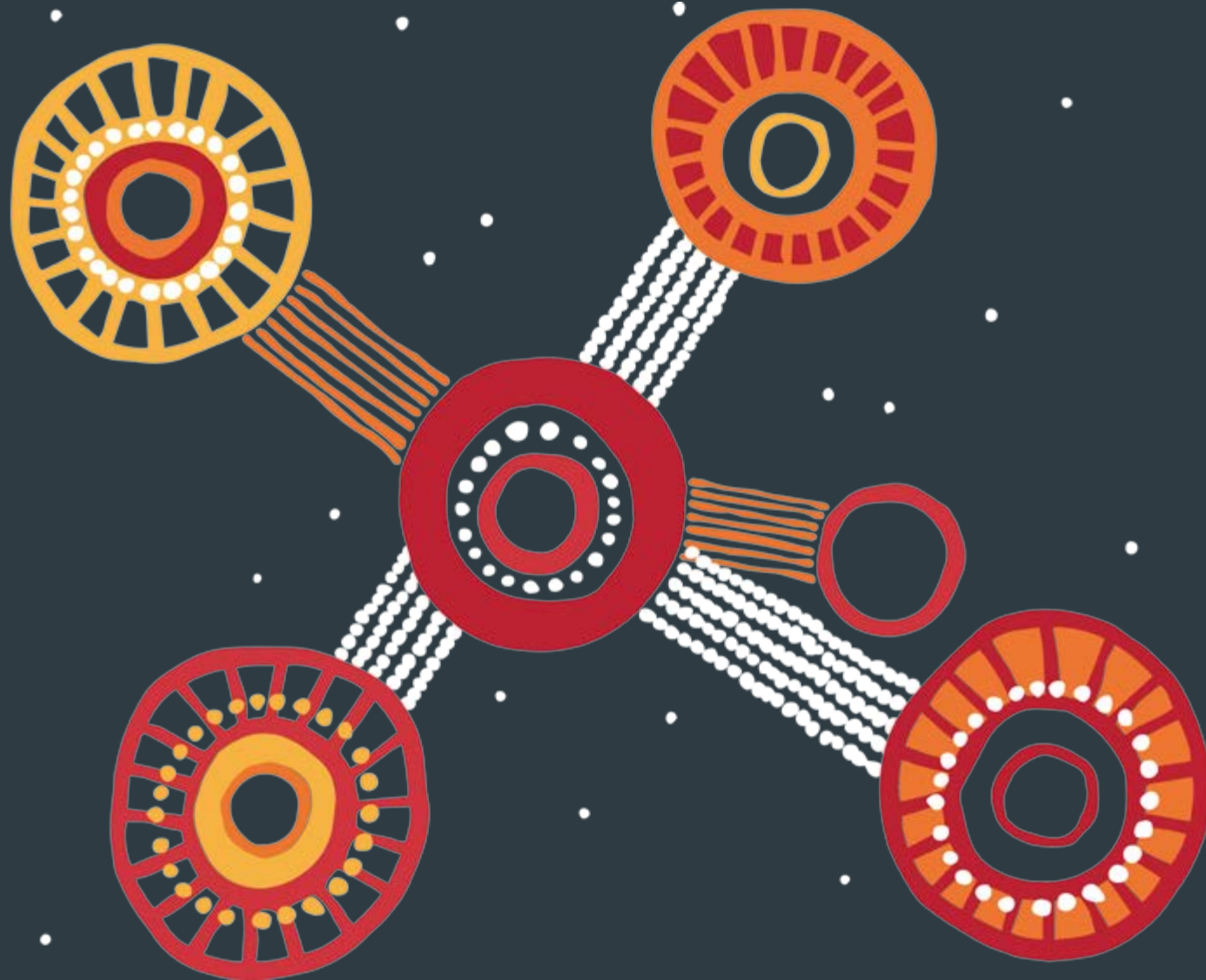


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# OUR VISION

Guided by Our Compass, our vision for reconciliation is to respect the interests of Aboriginal and Torres Strait Islander peoples and foster meaningful relationships and opportunities that will add value to the communities in which we operate.



# OUR COMPASS GUIDING THE WAY

## OUR PURPOSE

We aspire always to lead.

We deliver today's energy needs; and we search and innovate to create tomorrow's energy solutions.

We honour our principles and values, and they are evident in all we do.

We live our commitments to our shareholders, to our customers, to our people, to our communities and to our business partners.

## OUR PRINCIPLES

**Origin's Principles provide guidance for making the right decisions:**

- We conduct ourselves and our business with **due care** and in accordance with relevant laws and regulations. We have an overriding duty to ensure the health and safety of our employees, and to minimise the health, safety and environmental impacts on our customers and the communities in which we operate.
- We will **add value** to the resources that come under our control.
- The value we create will be distributed to stakeholders recognising the need to ensure the **sustainability** of our business, and its impact on the environment and the communities in which we operate.
- We encourage **diversity** and expression of ideas and opinions but require **alignment** with the company's Principles, Values and Commitments and the policies established to implement them.
- When faced with choices, we make decisions knowing they will be subject to **scrutiny**. We should be able to demonstrate the soundness of our decisions to all stakeholders.

## OUR VALUES

**Origin's Values describe good behaviour:**

- **Caring:** We care about our impact on customers, colleagues, the community, environment and shareholders.
- **Listening:** We listen to the needs of others, knowing that an unfulfilled need creates the best opportunities.
- **Learning:** We constantly learn and implement new and better ways, sharing information and ideas effectively.
- **Delivering:** We deliver on the commitments made in all areas of performance.

## OUR COMMITMENTS

**Origin's Commitments define the outcomes that we strive to achieve for key stakeholders.**

**We commit to:**

- Deliver market-leading performance for **shareholders** by identifying, developing, operating and growing value-creating businesses.
- Create value for our **customers**, by understanding their needs and delivering relevant and competitive energy solutions to meet those needs both today and into the future.
- Create a rewarding workplace for **our people** by valuing everyone's contribution, encouraging personal development, recognising good performance and fostering equality of opportunity.
- Respect the rights and interests of the **communities** in which we operate, by listening to them, understanding and managing the environmental, economic and social impacts of our activities.
- Respect the rights and interests of our **business partners**, by working collaboratively to create valued and rewarding partnerships.



## A MESSAGE FROM OUR MANAGING DIRECTOR, **GRANT KING**

The development of our first Reconciliation Action Plan marks the commencement of a very important journey for us – one where our focus is to more thoughtfully and meaningfully work with Aboriginal and Torres Strait Islander peoples. At Origin we recognise through our principles the importance of diversity and we have a commitment to respect the rights and interests of the communities we serve. We therefore have the opportunity and the obligation to play a more active role in Australia's reconciliation efforts.

In Australia, there is still on average a large gap between the lives and prospects of Aboriginal and Torres Strait Islander Australians and those of other Australians. Today many organisations across Australia are taking action to close this gap and our first Reconciliation Action Plan is Origin's contribution to this collective effort. The following plan plots our aspirations for 2015-2016 under four areas: culture of respect; education, skills, jobs and careers; commerce and community development; and relationships and partnerships that will add value to our efforts, and the efforts of others.

On behalf of Origin, I would like to thank Reconciliation Australia and our other external partners for their support and guidance on this important journey. I would also like to thank the Reconciliation Advisory Committee for their work in delivering our first Reconciliation Action Plan.

I encourage Origin's employees and business partners to get involved and work with us to deliver on our commitment.

A handwritten signature in black ink that reads "Grant King". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Grant King  
MD

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## A MESSAGE FROM RECONCILIATION AUSTRALIA'S CHIEF EXECUTIVE OFFICER, **JUSTIN MOHAMED**

On behalf of Reconciliation Australia, I welcome Origin to the Reconciliation Action Plan (RAP) community and congratulate them on the development of their first RAP.

As Australia's leading integrated energy company, Origin now has a great opportunity to build on the Origin Foundation's work in Aboriginal and Torres Strait Islander communities and play a key role in advancing reconciliation in Australia.

The development of an Innovate RAP represents the beginning of a significant journey of cultural change at Origin.

This RAP sets out clear, achievable actions that will provide a solid foundation upon which to pursue Origin's future aspirations. The RAP will assist Origin to build a strong culture of respect, pursue opportunities across the education-to-careers pathway and to nurture relationships with Aboriginal and Torres Strait Islander peoples.

I congratulate Origin on the development of this RAP, which provides an important touchstone for their pathway forward, and I am eager to see Origin continue to build momentum toward reconciliation.

A handwritten signature in black ink, appearing to read 'J. Mohamed'.

Justin Mohamed  
Chief Executive Officer  
Reconciliation Australia

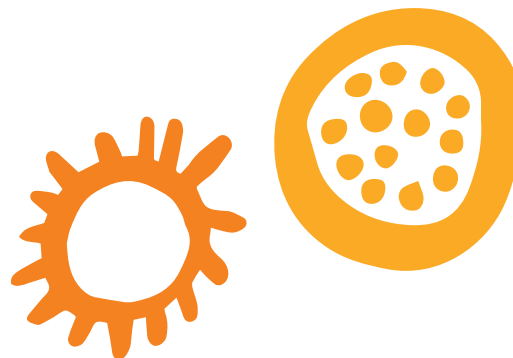
The development of an Innovate RAP represents the beginning of a significant journey of cultural change at Origin.

# OUR BUSINESS

Origin is Australia's leading integrated energy company, established in 2000. We are listed on the Australian Securities Exchange in the S&P/ASX 20. We employ approximately 6,700 people and service 4.3 million customers in Australia, including the largest number of green energy customers. We also generate electricity to power Australia's homes and economy from non-renewable and renewable sources, with capacity to contribute 6.010 Megawatts to the country's supply.

We have significant investments in renewable energy, including solar, wind, hydro and geothermal; some in Australia, some through our 53.1 per cent stake in Contact Energy (New Zealand) and some through our joint ventures and interests in other countries.

In addition, we explore for and produce natural gas for both Australian and international markets, including our 37.5 per cent stake in Australia Pacific LNG, one of the nation's largest coal seam gas to liquefied natural gas projects.

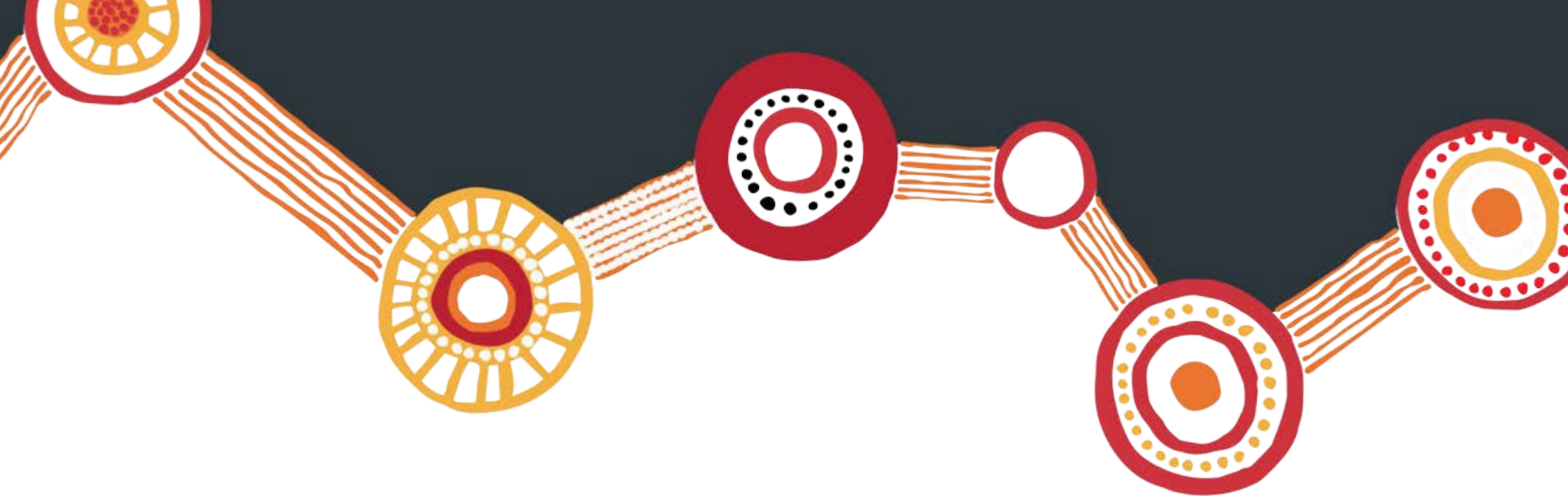






We have significant investments in renewable energy, including solar, wind, hydro and geothermal; some in Australia, some through our 53.1 per cent stake in Contact Energy (New Zealand) and some through our joint ventures and interests in other countries.





On our largest and most significant project, Australia Pacific LNG, we have built relationships with local Aboriginal and Torres Strait Islander communities over a number of years.

## OUR RECONCILIATION JOURNEY

To date, we have engaged Aboriginal and Torres Strait Islander peoples predominantly in the communities in which we operate and through the philanthropic activities of our Foundation. Historically, we have not been able to confidently calculate the number of Aboriginal and Torres Strait Islander people employed at Origin. However, capturing reliable baseline and future numbers will be a priority action in our first RAP.

Many of our operations are located in rural and regional areas and involve construction and operation of large-scale infrastructure such as gas processing facilities, pipelines and power stations, as well as smaller scale infrastructure such as coal seam gas wells.

On our largest and most significant project, Australia Pacific LNG, we have built relationships with local Aboriginal and Torres Strait Islander communities over a number of years.

Other key initiatives to date include building employee cultural awareness; celebrating NAIDOC Week; scrutinising employment and procurement practices and piloting initiatives to enhance Aboriginal and Torres Strait Islander participation.



The focus of our Foundation is to support programs that use education to help break the cycle of disadvantage and empower young Australians to reach their potential. To date, we have partnered on a number of initiatives aimed at building equality of opportunity for Aboriginal and Torres Strait Islander students.

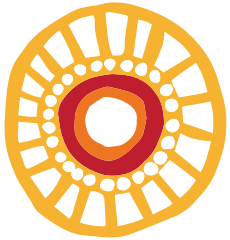
These include Indi Kindi's pilot early literacy program in remote communities; Cape York Aboriginal Australian Academy's Indigenous culture and language program; development of Gawura's education model; scaling up of AIME's programs; and expansion of the Stronger Smarter Institute. The Foundation will continue to seek partnerships in this chosen focus area.

Building on the progress we've made in these areas, our Reconciliation Action Plan 2015-2016 maps out our aspirations along four interconnected paths, both internal and external:

- We have a strong Culture of Respect for Aboriginal and Torres Strait Islander peoples, their cultures, histories and contributions
- We pursue Education, Skills, Jobs and Careers for Aboriginal and Torres Strait Islander peoples
- We foster and support Aboriginal and Torres Strait Islander Commerce and Community Development
- We nurture and enhance Relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities.

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# OUR PLAN



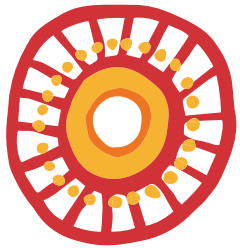
## CULTURE OF RESPECT

We respect the rights and interests of the communities in which we operate. We will grow this culture of respect through developing understanding of Aboriginal and Torres Strait Islander peoples' cultures and contributions. We want this culture of respect to attract, engage and retain our people, and our respect for Aboriginal and Torres Strait Islander peoples to be a leading example for businesses everywhere.

We respect the rights and interests of the communities in which we operate.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
Investigate the cultural development needs of the business.	Group Manager, Organisational Capability, People and Culture	December 2015	<ul style="list-style-type: none"> <li>• Scope a business case for building employee cultural awareness and capability.</li> <li>• Collect baseline data on employee understanding of Aboriginal and Torres Strait Islander histories, cultures and contributions.</li> </ul>
Build employee understanding of Aboriginal and Torres Strait Islander histories, cultures and contributions.	Group Manager, Organisational Capability, People and Culture	December 2016	<ul style="list-style-type: none"> <li>• Develop and pilot a cultural education and learning strategy.</li> <li>• Promote Reconciliation Australia's Share Our Pride website on our intranet for employees to increase knowledge and understanding</li> </ul>
Celebrate NAIDOC Week and provide opportunities for employees to participate in local community events.	Manager, Aboriginal & Torres Strait Islander Strategy & Engagement, Integrated Gas	1st – 2nd Sunday July 2015 and 2016	<ul style="list-style-type: none"> <li>• Hold NAIDOC Week celebrations in major office locations.</li> <li>• Review People and Culture policies and procedures to ensure barriers to employees participating in NAIDOC Week are able to be addressed.</li> <li>• Provide opportunities for employees to participate in local NAIDOC events.</li> </ul>
Raise employee awareness of protocols for Acknowledgement of Country and Welcome to Country; and, in consultation with Traditional Owners, explore other forms of acknowledgement.	General Manager, Sustainable Development and Communities, Corporate Affairs	December 2016	<ul style="list-style-type: none"> <li>• Update and raise awareness of Origin's Guide to Recognising Traditional Owners.</li> <li>• Identify significant events for which a Welcome to Country from Traditional Owners will be included.</li> <li>• Display plaques, flags or imagery that recognises local Traditional Owners or Aboriginal and Torres Strait Islander Australians in major office locations.</li> </ul>



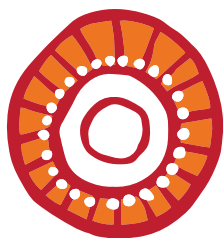


## EDUCATION, SKILLS, JOBS AND CAREERS

We believe in the power of knowledge to transform lives. Through our Foundation, we invest in education and skills development for disadvantaged youth as a pathway to economic and social development. Through our Reconciliation Action Plan, we will increase our focus on better supporting Aboriginal and Torres Strait Islander peoples' access to education and skills training, as well as transitioning these skills and qualifications into careers.

We believe in the power of knowledge to transform lives.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
Consider Aboriginal and Torres Strait Islander employment.	General Manager People and Culture Operations, Resourcing & Systems Delivery	December 2015	<ul style="list-style-type: none"> <li>• Scope a business case for Aboriginal and Torres Strait Islander employment.</li> <li>• Collect baseline data on current Aboriginal and Torres Strait Islander employees to inform future developments.</li> </ul>
Investigate opportunities to increase Aboriginal and Torres Strait Islander employment opportunities.	General Manager People and Culture Operations, Resourcing & Systems Delivery	December 2015	<ul style="list-style-type: none"> <li>• Review People and Culture policies and procedures to ensure barriers to Aboriginal and Torres Strait Islander employees are able to be addressed.</li> <li>• Consult existing Aboriginal and Torres Strait Islander employees and partners on employment strategies.</li> <li>• Develop a formal Aboriginal and Torres Strait Islander Employment Strategy.</li> <li>• Advertise vacancies in Aboriginal and Torres Strait Islander media.</li> </ul>
Pilot different approaches to increasing Aboriginal and Torres Strait Islander employment and education.	General Manager People and Culture Operations, Resourcing & Systems Delivery	December 2016	<ul style="list-style-type: none"> <li>• Pilot different approaches to increasing Aboriginal and Torres Strait Islander employment.</li> <li>• Pilot different approaches to enhancing education opportunities for Aboriginal and Torres Strait Islander peoples.</li> </ul>

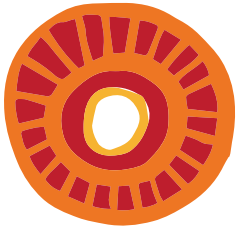


## COMMERCE AND COMMUNITY DEVELOPMENT

Commerce and community development bring opportunity, prosperity and an improved quality of life. We will explore, in Origin's supply chain, where Aboriginal and Torres Strait Islander businesses and businesses with high representation of Aboriginal and Torres Strait Islander peoples can add value to our own business.

Commerce and community development bring opportunity, prosperity and an improved quality of life.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
Consider Aboriginal and Torres Strait Islander participation in our supply chain.	General Manager, Business Services, Integrated Gas	December 2015	<ul style="list-style-type: none"><li>• Scope a business case for Aboriginal and Torres Strait Islander participation in our supply chain.</li><li>• Collect baseline data on current Aboriginal and Torres Strait Islander participation within our supply chain to inform future developments.</li></ul>
Investigate opportunities to increase Aboriginal and Torres Strait Islander participation in our supply chain.	General Manager, Business Services, Integrated Gas	December 2015	<ul style="list-style-type: none"><li>• Review procurement policies and procedures to ensure barriers to Aboriginal and Torres Strait Islander participation in our supply chain are able to be addressed.</li><li>• Consult existing Aboriginal and Torres Strait Islander suppliers and partners on procurement strategies.</li></ul>
Pilot different approaches to increasing Aboriginal and Torres Strait Islander participation in our supply chain.	General Manager, Business Services, Integrated Gas	December 2016	<ul style="list-style-type: none"><li>• Pilot different approaches to increasing Aboriginal and Torres Strait Islander participation in our supply chain.</li><li>• Pilot different approaches to enhancing commerce and community development for Aboriginal and Torres Strait Islander people.</li></ul>



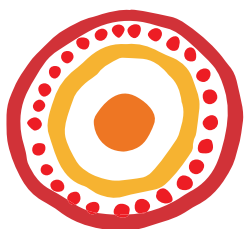
## RELATIONSHIPS

Our ability to progress our journey depends on the relationships, partnerships and support that we share with Aboriginal and Torres Strait Islander peoples, organisations and communities. We will continue to prioritise our engagement efforts, focusing more effectively on building long-term relationships based on trust and respect. We will foster interpersonal and inter-organisational relationships, and pursue open dialogue to listen, learn and deliver on our commitments.

Our ability to progress our journey depends on the relationships, partnerships and support that we share with Aboriginal and Torres Strait Islander peoples, organisations and communities.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
Develop relationships with Aboriginal and Torres Strait Islander individuals and organisations to assist us in our reconciliation journey.	Manager, Aboriginal & Torres Strait Islander Strategy & Engagement, Integrated Gas	June 2015	<ul style="list-style-type: none"><li>• Develop a list of Aboriginal and Torres Strait Islander individuals and organisations to approach to assist us in our reconciliation journey.</li></ul>
Celebrate and participate in National Reconciliation Week (NRW).	Manager, Aboriginal & Torres Strait Islander Strategy & Engagement, Integrated Gas	27 May – 3 June 2015 and 2016	<ul style="list-style-type: none"><li>• Hold NRW celebrations in major office locations.</li><li>• Download the NRW Toolkit on Reconciliation Australia's website and register our events on their website</li><li>• Members of the Reconciliation Advisory Committee and Leadership Group attend local community events to recognise and celebrate NRW.</li></ul>
Build relationships with Aboriginal and Torres Strait Islander peoples and organisations in the communities in which we operate.	General Manager, Sustainable Development and Communities, Corporate Affairs	December 2016	<ul style="list-style-type: none"><li>• Build local relationships with Aboriginal and Torres Strait Islander peoples and organisations in the communities in which we operate.</li><li>• Continue to build successful relationships through the Origin Foundation.</li></ul>





## GOVERNANCE AND DISCLOSURE

Our governance structure includes a Reconciliation Advisory Committee which sets strategy, enables action, neutralises impediments, tracks and reports on outcomes and shares our stories within and outside of Origin. A Reconciliation Leadership Group formed by senior managers from each of our business units implements action and provides hands-on visible leadership of our Reconciliation journey.

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ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLE
Establish a Reconciliation Advisory Committee to govern development and implementation of the RAP.	General Manager, Sustainable Development and Communities, Corporate Affairs	December 2016	<ul style="list-style-type: none"> <li>Establish a Reconciliation Advisory Committee, comprising Aboriginal and Torres Strait Islander and other Australians.</li> <li>The Reconciliation Advisory Committee meets quarterly to monitor and report on RAP implementation and outcomes.</li> <li>The Reconciliation Advisory Committee includes Aboriginal and Torres Strait Islander representation.</li> </ul>
Raise internal awareness of the RAP.	General Manager, Sustainable Development and Communities, Corporate Affairs	December 2016	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness about the RAP commitment across Origin.</li> <li>Convene a Reconciliation Leadership Group to raise awareness about the RAP and lead the change through learning and delivering.</li> </ul>
Track and report progress against the RAP.	General Manager, Sustainable Development and Communities, Corporate Affairs	December 2015 and 2016	<ul style="list-style-type: none"> <li>Collect relevant data to measure progress and successes.</li> <li>Submit annual report on achievements to Reconciliation Australia.</li> </ul>
Share achievements, challenges and learnings with Reconciliation Australia for inclusion in their Impact Measurement Report.	General Manager, Sustainable Development and Communities, Corporate Affairs	September 2015 and 2016	<ul style="list-style-type: none"> <li>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</li> </ul>
Review, refresh and update our RAP	General Manager, Sustainable Development and Communities, Corporate Affairs	December 2016	<ul style="list-style-type: none"> <li>Present a paper to the Reconciliation Advisory Committee outlining further opportunities. This paper will assist in defining actions for subsequent RAPs.</li> <li>Update RAP</li> </ul>

# I AM A GOMEROI WOMAN FROM MOREE IN NEW SOUTH WALES.

I've worked for Origin for almost three years and as I reflect on our reconciliation journey so far, I am excited about the ways in which Origin can and will make a unique contribution to reconciliation in Australia.

This opportunity we have as an organisation is absolutely personal to me. Enabled by the complexities of being an Indigenous Australian, I spent over half of my life disconnected from my culture. I wasn't raised in a community, and regrettably Indigenous culture and history was never part of my primary, secondary or tertiary education. The more I discover about what I've missed out on, the more passionate I become about working to change what it currently means to be an Indigenous person in this country. The best part about my role at Origin is that it helps me to do just that.

Each day that I come to work, I am motivated by hope. Hope that more and more people will open themselves to acknowledging our shared history and seeing the beauty of the world's oldest living culture through a lens free from bias. Hope for my daughter that outside our family home, she can see, feel and hear others celebrate her culture in a society where inclusivity is the norm. Hope that our organisation realises its potential to become leaders of authenticity in this space.

In the words of Nelson Mandela, "reconciliation means working together to correct the legacy of past injustice". At Origin, we can bring Mandela's words to life.

There is more to my story and the same can be said for many other Indigenous Australians. I am always open to sharing and learning.

As we launch our first Reconciliation Action Plan, I hope you are open to sharing and learning, too.

**Melanie Grills**



Melanie Grills and her daughter Charli

“...reconciliation means working together to correct the legacy of past injustice” -Nelson Mandela

# OUR RECONCILIATION ADVISORY COMMITTEE

Our Reconciliation Advisory Committee was convened in July 2014 to guide the development and implementation of Origin's inaugural RAP. Members were selected by the Chair and represent Aboriginal and Torres Strait Islander employees and relevant functions and business units.



David Baldwin (Chair)  
- Chief Executive Officer,  
Integrated Gas



Raj Aseervatham (Convenor)  
- General Manager, Sustainable  
Development & Communities,  
Corporate Affairs



Ruth Smithyman (Secretary)  
- Senior Manager, Community  
& Indigenous Affairs,  
Corporate Affairs



Rita Buccheri  
- Senior Communication  
Manager, Corporate Affairs

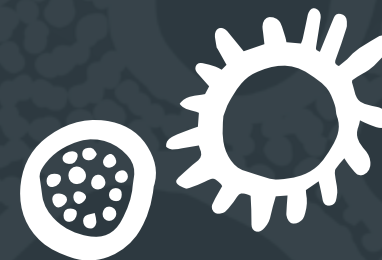


Melanie Grills  
- Manager, Aboriginal & Torres  
Strait Islander Strategy &  
Engagement, Integrated Gas



Matthew Ralph  
- Advisor, Aboriginal & Torres  
Strait Islander Strategy &  
Engagement, Integrated Gas





Mathew Gordon  
- Training & Competency  
Manager People & Culture



Sharon Ridgway  
- Head of People & Culture  
for Energy Markets



Ryan Willemsen-Bell  
- Group Manager, Business Sales  
& Service, Energy Markets



Peter Warda  
- General Manager, Process  
Safety & Technical Authority,  
Integrated Gas



Andrew Thornton  
- Head of LNG Portfolio,  
Integrated Gas

If you would like to find out more please call Ruth Smithyman, Senior Manager Community and Indigenous Affairs on (03) 9652 5390 or drop us a line at: [reconciliation@originenergy.com.au](mailto:reconciliation@originenergy.com.au)











Gilimbaa is an Indigenous creative agency that specialises in culturally effective and inspiring communication strategy, artwork, campaigns and consulting for organisations globally. The artwork creation process is an inclusive process which aims to educate audiences and share the diversity and richness of Aboriginal and Torres Strait Islander culture.

Gilimbaa's Creative Director and Artist, Riki Salam, brings his distinct and considered style to artwork creation, exploring concepts of traditional culture in a contemporary format. Gilimbaa worked with Origin to uncover the story behind their reconciliation objectives and initiatives and the result - Illuminating Country - is a lasting symbol of Origin's Reconciliation Action Plan.

