

Reflect Reconciliation Action Plan

1 August 2026 - 29 February 2028



Acknowledgement of Country

OX2 acknowledges the Traditional Custodians of the land on which we live and work. We recognise First Peoples' enduring connection to Country and pay our deepest respects to Elders past and present.

OX2 is committed to walking alongside Traditional Custodians to ensure our work honours culture, respects custodianship, and contributes to caring for Country in a way that reflects the spirit of reconciliation.

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Artist and Artwork Profile – James Dennis

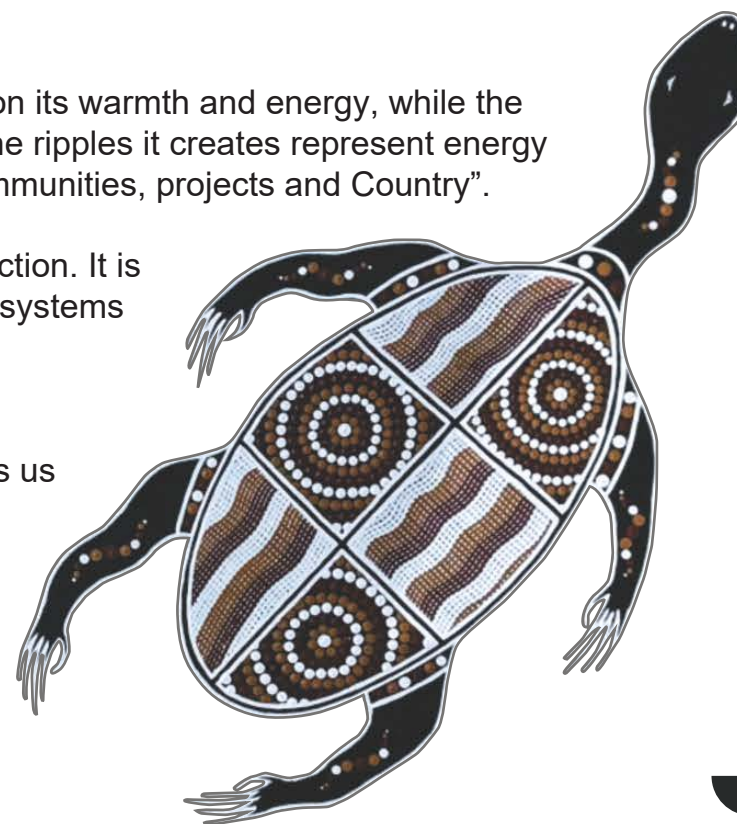
This artwork was created by Artist James Dennis and tells the story of the long-neck turtle, resting on the riverbank and basking in the warmth of the sun. James is a proud Wangkumurra and Kamilaroi man. His mother's family is from Wangkumurra Country and his father's family is from Kamilaroi Country.

“The long-neck turtle is a quiet but powerful part of our waterways. It moves between the land and the water, taking energy from the sun before returning to the river. As it slips back into the water, it creates ripples that move outward, carrying motion, power and life through the river system”.

“To me, this story connects strongly with OX2. The turtle sits in the sun, drawing on its warmth and energy, while the water around it continues to move and flow. When the turtle returns to the river, the ripples it creates represent energy travelling outward, the same way power and renewable energy move through communities, projects and Country”.

James has created a piece that brings together sun, water, movement and connection. It is not just an image of an animal, but a story about balance, energy and the natural systems that have supported life on Country for generations.

This artwork is a fitting piece for OX2 because it reflects the relationship between renewable energy, nature and Aboriginal storytelling. The long-neck turtle reminds us that energy is not only something we produce, it is something that moves through the land, the water and the people connected to it.



A statement from CEO of Reconciliation Australia - Karen Mundine



Reconciliation Australia welcomes OX2 to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

OX2 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 over 5.5 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 OX2 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 OX2, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Statement from Steve Symons - Vice President, Australia and Senior RAP Champion

At OX2, we recognise that reconciliation is not a box to be ticked but a responsibility we carry as an organisation working on Aboriginal and Torres Strait Islander Lands. Developing our Reflect Reconciliation Action Plan 2026-2028 (RAP) is an important and deliberate step in deepening our understanding, strengthening our relationships, and ensuring our contribution to Australia's clean energy transition is built on respect, and real collaboration, where listening leads to action.

As we plan and build clean energy projects in different regions, we are committed to working openly and respectfully with Traditional Custodians. We want to create a workplace where everyone feels safe, improve our cultural capability, and embed Aboriginal and Torres Strait Islander voices in how we plan and deliver our projects. This RAP provides us with the structure to start that work meaningfully and to build the foundations for long-term, respectful relationships.

I am proud to be OX2's Senior RAP Champion, working with a RAP Working Group made up of dedicated staff from across

our business. Together, we will develop our Reflect RAP, oversee its implementation, and ensure accountability for the commitments we make. We will also seek guidance from Aboriginal and/or Torres Strait Islander experts and Traditional Custodians, whose knowledge, leadership and lived experience must shape our journey. Reconciliation is everyone's responsibility, and I am committed to making it part of how we lead and work in every project and community. I look forward to moving forward with humility, openness, and determination to create lasting, positive change.

"OX2 is proud to be developing a Reflect Reconciliation Action Plan 2026-2028. This process begins with engaging our staff and leadership to strengthen understanding of the importance of reconciliation and looking at opportunities for our organisation to contribute to meaningful change. We want to work in a way that honours cultures, protects heritage, and creates opportunities that are genuinely meaningful, not just for the life of a project, but long after."



Steve Symons - Vice President, Australia and Senior RAP Champion

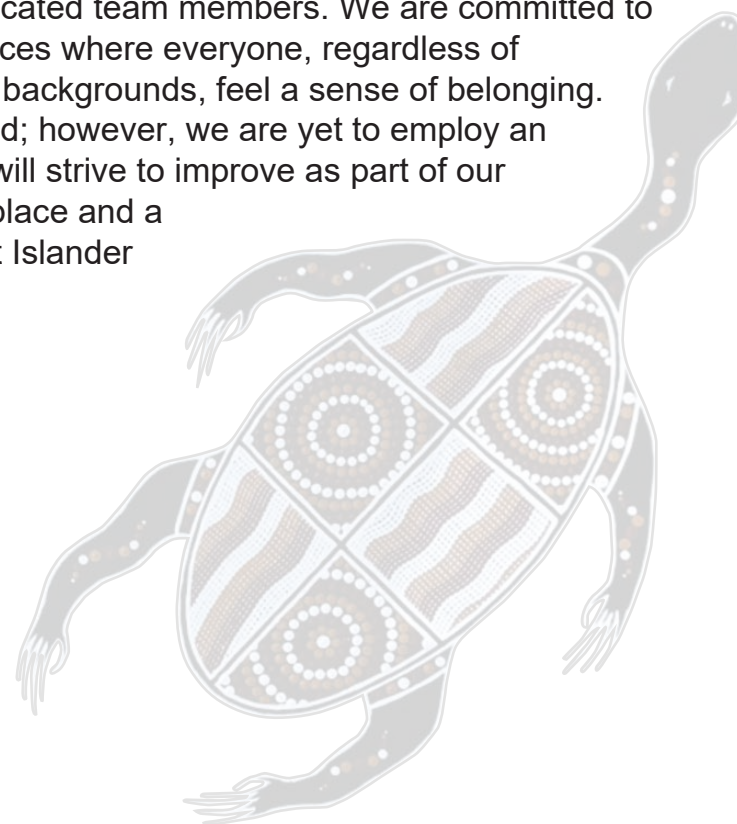
About OX2

OX2 develops, builds, owns, and operates large-scale renewable energy solutions across Europe and Australia.

In Australia, we develop and operate onshore wind power, solar power, and energy storage projects. With our extensive experience, strong market position and efficient business model, we are powering the great shift towards a sustainable society and are well equipped to further strengthen our position in a growing market.

OX2's mission is to accelerate access to renewable energy. We see ourselves becoming the leading supplier of renewable energy solutions globally and thereby powering the great shift.

In Australia, OX2's head office is based in Melbourne, where we employ 50 dedicated team members. We are committed to attracting and developing a diverse workforce and to providing inclusive workplaces where everyone, regardless of gender identity or expression, race, ethnicity, sexual orientation or other diverse backgrounds, feel a sense of belonging. Our Australian team includes staff members from many cultures around the world; however, we are yet to employ an Aboriginal and/or Torres Strait Islander identifying staff member, something we will strive to improve as part of our reconciliation journey. Our initial focus will be on creating a culturally safe workplace and a culturally competent and conscious team in terms of Aboriginal and Torres Strait Islander peoples, cultures, rights and histories.



Our Reconciliation Action Plan

OX2 is committed to building relationships with Aboriginal and Torres Strait Islander peoples and communities that are grounded in respect, honesty and genuine partnership. Across the lifecycle of our renewable energy projects, we want to work together with Traditional Custodians in a way that protects cultural heritage, supports economic participation, and creates space for knowledge sharing and collaboration. We believe Australia's clean energy transition must be inclusive, and by collaborating with Aboriginal and Torres Strait Islander peoples, we can shape projects that care for Country, honour cultures, and create long-lasting value for communities and future generations.

To support the meaningful delivery of our Reflect Reconciliation Action Plan 2026-2028, we have established an internal RAP Working Group with representatives from each part of our business. These RAP Champions will work closely with our Vice President, Australia, who serves as our Senior RAP Champion, to guide the development of the RAP, drive implementation, and keep us accountable for the commitments we make.

While our current internal RAP Working Group representatives are non-Indigenous people, we recognise the need to ensure

our actions are shaped and guided by Aboriginal and Torres Strait Islander knowledge and perspectives. To help with this, we have engaged with Aboriginal and Torres Strait Islander consultants, New Moon (Aketi Meb) Consulting to assist in the development and implementation of our RAP. New Moon (Aketi Meb) Consulting is a specialist advisory firm delivering strategic services across Indigenous affairs, stakeholder engagement, communications, facilitation, and dispute resolution. The consultancy supports organisations in complex environments with clear, practical advice that strengthens relationships and delivers effective outcomes. "Aketi Meb," from the Miriam Mir language of the Meriam people of Mer (Murray Island), means new moon or thin crescent and reflects cycles of renewal and new beginnings, guiding clients through transformative phases and supporting growth and change. www.new-moon.com.au

We will also work with Traditional Custodians across our project regions to ensure our actions are shaped by Aboriginal and Torres Strait Islander voices, not assumptions.

Our Reflect RAP is an important step in our reconciliation journey. It provides a framework for how we approach development, sustainability, and inclusion, and it challenges us to live our values. It also calls on us to recognise the history and ongoing impacts of dispossession and racism, and to play our part in educating our staff and business partners and building stronger, more respectful relationships between Aboriginal and Torres Strait Islander peoples and

non-Indigenous peoples. We recognise the deep significance of the lands on which we live and work, and we are committed to listening, learning, and acting in ways that honour the diverse Aboriginal and Torres Strait Islander peoples and communities who have cared for Country for thousands of years.

OX2's Senior RAP Champion is our Vice President, Australia, Steve Symons. Our RAP Working Group Champions are –

- Merinda Harvey - HR Business Partner
- Helen Kennedy - Stakeholder Manager
- Bernadette Holland - Stakeholder Manager
- Michael Gwynne - Land Liaison Manager
- Maria Kendall - Asset Manager
- Roxy Geampalia – Office Manager
- Ben Gullotti - Senior Market Analyst
- Pat McInerney – Construction Operations Manager
- Arvind Nagarajan – Solar Project Engineer
- Clare Delaney – Senior Procurement Manager



Our Reconciliation Activities

OX2 is deeply committed to reconciliation and to building respectful, enduring relationships with Traditional Custodians. Our approach is guided by the Clean Energy Council's Leading Practice Principles: First Nations and Renewable Energy Projects, and we continually strive to embed best-practice engagement across all stages of our work. A core part of this commitment is initiating early conversations with Traditional Custodians, listening to community aspirations, understanding cultural priorities, and ensuring that these shape our project planning and decision-making. We also work closely with Aboriginal and Torres Strait Islander groups to identify, respect, and safeguard cultural heritage, recognising the cultural, historical, and spiritual significance of the lands on which we operate.

Our reconciliation activities also focus on creating meaningful pathways for economic participation. We aim to work with project partners and contractors to deliver lasting benefits through employment, training, procurement, and capacity-building opportunities that support Aboriginal and Torres Strait Islander peoples in engaging in the renewable energy sector on their own terms. Our interest does not end at project completion; we are committed to long-term collaboration that continues throughout construction,

operations, and beyond, ensuring relationships and commitments are respectfully shared with project partners.

As part of strengthening cultural capability across our organisation, our team visited the Koorie Heritage Trust in Naarm (Melbourne) during NAIDOC Week 2025. This experience provided valuable insight into Aboriginal and Torres Strait Islander histories, cultures, and lived experiences, deepening our collective understanding and prompting important reflection. To build on this and as part of our RAP commitments, OX2 is rolling out company-wide cultural awareness training, ensuring our teams are equipped to engage respectfully and meaningfully with Traditional Custodians across all project locations. As our organisation grows, this training will be expanded and tailored to reflect the knowledge, traditions, and perspectives of the specific Traditional Custodian groups we work with, as guided by them.

Case Study

Muswellbrook Solar Farm and Battery

At the Muswellbrook Solar Farm and Battery project, OX2 is exploring opportunities to collaborate with BlackRock Industry's Second Chance for Change Program, which supports First Nations men who have been incarcerated by offering training, mentoring, and pathways to long-term employment. This partnership will enable participants to build skills and secure stable work in the renewable energy sector. As the project progresses, OX2 intends to strengthen its engagement with the Muswellbrook program and support additional local employment opportunities for First Nations peoples.

Together, these initiatives reflect OX2's ongoing commitment to reconciliation, cultural respect, and meaningful partnerships with Aboriginal and Torres Strait Islander peoples. We recognise that our work occurs on Aboriginal and Torres Strait Islander peoples land, and we will continue to listen, learn, and grow as we strengthen our relationships and contribute to shared, long-term outcomes.

RAP Commitments



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. - Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2026 April 2027	Solar Project Engineer Solar Project Engineer, Stakeholder Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	- Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. - RAP Working Group members to participate in an external NRW event. - Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2027 27 May- 3 June 2027 27 May- 3 June 2027	Stakeholder Manager, Office Manager Stakeholder Manager, Office Manager, Office Manager, Vice President Australia
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2027	Construction Operations Manager, Vice President Australia

Action	Deliverable	Timeline	Responsibility
	- Identify external stakeholders that our organisation can engage with on our reconciliation journey. - Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2027 April 2027	Construction Operations Manager Construction Operations Manager
4. Promote positive race relations through anti-discrimination strategies.	- Research best practice and policies in areas of race relations and anti-discrimination. - Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2027 May 2027	HR Business Partner HR Business Partner



Respect

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2027	Land Liaison Manager
	Conduct a review of cultural learning needs within our organisation.	December 2026	Land Liaison Manager
2. 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.	September 2027	Asset Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2027	Asset Manager
3. 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 (annually)	Senior Market Analyst, Stakeholder Manager

Action	Deliverable	Timeline	Responsibility
	● Introduce our staff to NAIDOC Week by promoting external events in our local area. ● RAP Working Group to participate in an external NAIDOC Week event.	June (annually) First week in July (annually)	Senior Market Analyst, Stakeholder Manager Senior Market Analyst, Stakeholder Manager



Opportunities

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2027	HR Business Partner
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2027	HR Business Partner
	Engage with local Registered Aboriginal Parties and key Aboriginal stakeholders within project regions.	October 2027	Construction Operations Manager, Stakeholder Managers
	Participation in established local engagement forums facilitated by recognised community leaders.	November 2027	Construction Operations Manager, Stakeholder Managers
	Identify practical opportunities that support long-term social and economic participation for Aboriginal communities in project regions, including potential pathways in procurement, employment, and training	December 2027	Construction Operations Manager, Senior Procurement Manager, Stakeholder Managers

Action	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2027	Senior Procurement Manager
	Investigate Supply Nation membership.	December 2026	Senior Procurement Manager



Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	● Maintain a RWG to govern RAP implementation.	September 2027	Stakeholder Manager
	● Maintain a Terms of Reference for the RWG to be updated annually.	May (annually)	Stakeholder Manager
	● Maintain Aboriginal and Torres Strait Islander representation on the RWG with New Moon Consulting and continue to look for opportunities to expand representation.	September 2027	Stakeholder Manager
2. Provide appropriate support for effective implementation of RAP commitments.	● Define resource needs for RAP implementation.	September 2026	HR Business Partner, Vice President Australia
	● Continue to engage senior leaders in the delivery of RAP commitments.	August 2027	Vice President Australia
	● Continue to engage an appropriate senior leader to champion our RAP internally.	August 2027	Vice President Australia
	● Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2026	Stakeholder Manager

Action	Deliverable	Timeline	Responsibility
2. 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)	Stakeholder Managers
	● Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September (annually)	Stakeholder Managers
	● Communicate our RAP progress to internal and external stakeholders	30 December year end report issued in March (annually)	Stakeholder Manager
3. Continue our reconciliation journey by developing our next RAP.	● Register via Reconciliation Australia's website to begin developing our next RAP.	September 2027	Stakeholder Managers



For public enquiries about our RAP please contact

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