

Reflect Reconciliation Action Plan

July 2025 – December 2026





Acknowledgment of Country

We acknowledge and respect the histories, cultures and connections that First Australians had, and continue to have, with the lands, sky, animals and waters.

As Australians living in Country, we respect the Dreaming and spiritual connections to Country that have been guiding the Traditional Custodians for many generations before us.

We pay our respects to Elders, past and present, and we recognise their continuing connection to the land and waters on which we operate.

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Artwork by Matt Syron

(Worimi/Birrpai Darkinjung)

Wiya,

My name is Matt Syron and I am a proud Worimi/Birrpai Darkinjung Gurri-ngai (man, of this place).

I am a Saltwater man who has grown up on my Grandmother and my Grandfather's Baray (country) in the Central Coast, Lake Macquarie and Newcastle regions. I now raise my own children here on my family's Baray.

My art weaves together the ancient stories of Baray with a bold, modern aesthetic. Deeply connected to the land, sea, and sky, my work reflects the timeless narratives of my ancestors, while embracing contemporary artistic expression.

Drawing inspiration from my heritage, all of my pieces are rich with symbolism, evoking the rhythms of nature, the wisdom of Elders, and the spirit of the Baray. My use of colours, texture, and movement bridges the past and present, offering a visual dialogue between tradition and innovation.

Through my art, I not only share the enduring stories of my people, but also invite reflection on identity, connection, and belonging. My work is motivated by my love of my family, my love of my culture, and my deep respect and connection to Baray. My art is a reflection of the beauty and the majesty of Baray, with a twist of psychedelic and elaborate colours that Baray produces, so the audience can step in and out of the dreaming stories in the context of the modern world around them.

I am committed to cultural preservation, storytelling and, most importantly, truth telling. I continue to explore new mediums and techniques with my art, ensuring that the legacy of my ancestors remains vibrant and significant in the modern world. Whether on canvas, sculpture, or digital forms, my art is a powerful testament to the strength and resilience of my people.



The Large Ant Digs
Gapuunirri Dunggu Wura

Gapuunirri Dunggu Wura

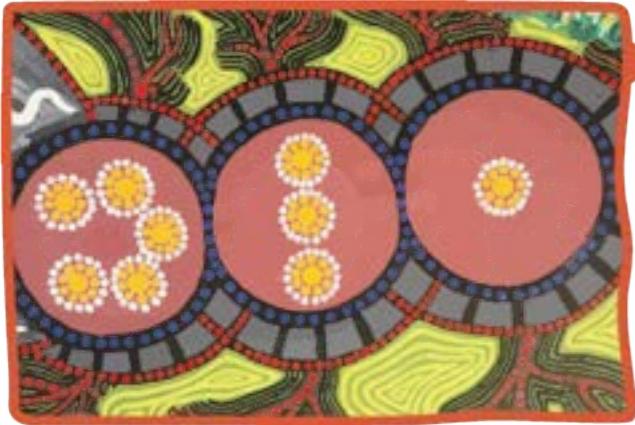
The Large Ant Digs

Each individual dot in the artwork is a story told, old or new; a journey taken, old or new; and a life lived, old or new.

Our lived experiences are our own story to be told and it's up to us to listen and to share. Truth-telling helps us all to acknowledge and heal mistakes of the past.

Our culture is rooted in a deep connection and understanding of Baray. Baray is our Mother and what we take from her we must return.

Mining across Australia has had a dark past for First Nations peoples. It has taken from Baray and displaced its people, but it is a past we must not forget. On the contrary, we should look not to blame and shame, but to learn, grow and Reconcile our differences as peoples of this beautiful Baray.



The legs of Dunggu are the coal seams, which stretch across Baray (Country). Each red dot represents a family group that has helped to generate electricity on Baray, such as my grandfather and cousin, to provide for their family and community. The yellow and green represents caring for and giving back to Baray, our mother. This is what the future could be for Delta and our communities working together for the common goal of reconciliation.



Dunggu, the ant, is used to tell Delta's story, represented by the three large circles in the middle of the artwork. The head represents head office in Sydney, the thorax (body) represents Vales Point Power Station and the abdomen is Chain Valley Colliery. The representation of the organisation, with multiple working parts, shows that Delta and Dunggu work for the same outcome – to provide for their community. No one part can operate without the other.

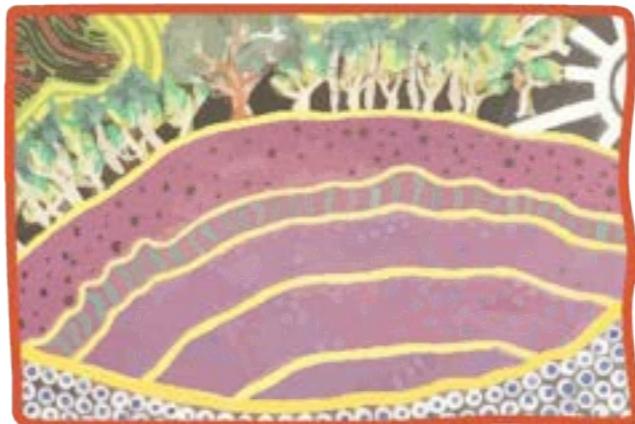


Behind Dunggu trails a story of the past. Coal mining and power stations have long been the cornerstone of energy production in Australia, but they leave behind a legacy in the form of tailings and ash dams. The rehabilitation of ash dams at coal-fired power stations is a complex but necessary task. By understanding that healing Baray encompasses not just the physical landscape but also the spiritual, cultural and social dimensions of the land, we can ensure that rehabilitation efforts align with the vision of a healthy and thriving Country, which in turn, supports the wellbeing of the community.

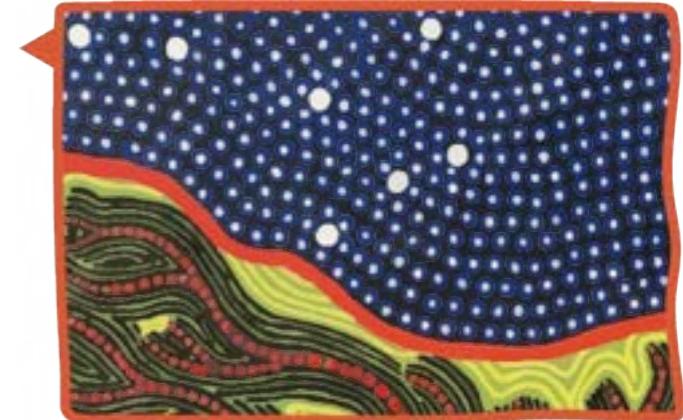
Dunggu is positioned on Baray, between the mountain ranges, the coast and the lake. The skyline at the top of the artwork represents the ancient, shared stories. The Tree of Life (Southern Cross) and Baihami's Canoe (Orion's Belt) have travelled across the sky for tens of thousands of generations. The red outlines these stories – Yengo in the south and along the Watagans to Keeba Keeba (Mt Sugarloaf) in the north.



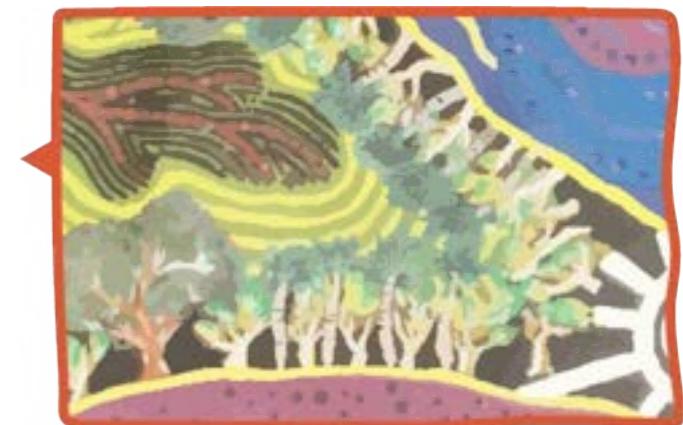
The Wadi (trees) surrounding the lagoons and the lake are Casuarina (she-oak), Gurabang (bloodwood) and the Maamurabak (cabbage tree). This flora is found across the whole of this Baray and outlines the foraging and hunting grounds used by the old people.



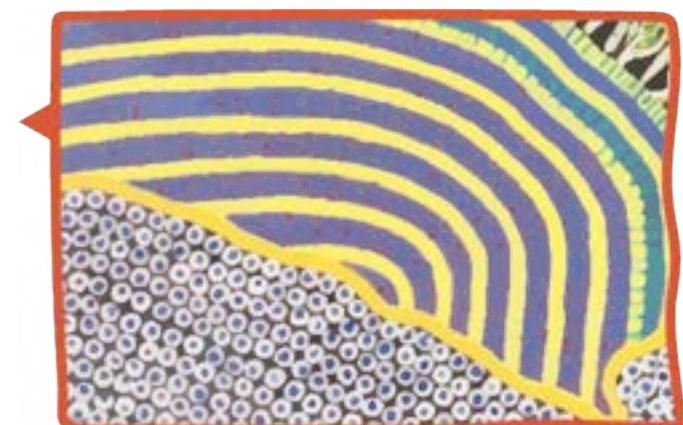
The coastline is a constantly changing and evolving place. Its ancient sandstone is pounded by the ocean and the wind, and the tides shift the sands in a never-ending dance. The yellow lines show the connections we have to the water and the changes we go through over time. Like the stones that make their way from the mountains to the ocean, carved and shaped by their journey to its end, each decision we make shapes our lives, like a stone tumbling from stream to creek, creek to river, river to lake.



The watershed from this mountain backdrop runs off into Awaba (Lake Macquarie), Munmorah and Budgewoi lagoons. Each body of water has its own life. Awaba is the Place of Flat Water, an ancient and enormous deep-water place open to the ocean and multiple tributaries. The deep blues and large circles tell of old stories lost to time, but still present in its waters.



Munmorah, meaning Place of Grinding Stones, is depicted by the black dots on the shoreline, while the colours signify the Malaluka (tea-tree) and the Myall (acacia/wattle), and their physical and spiritual healing properties. The yellow lines signify the falling water of the tides of Budgewoi, Falling Water, which may speak to an opening that was there in the past.



A message from Delta



We strongly believe that reconciliation must start with truth-telling, listening and learning. The cornerstone of our reconciliation journey will be education and training. As a major employer and essential service provider on the NSW Central Coast, we are uniquely positioned to make a significant and meaningful contribution to improving reconciliation outcomes within our sphere of influence.

As the energy industry in which we operate continues to transition, so too can the social fabric of Delta as we move towards a more inclusive and diverse organisation. Our Reflect RAP aligns with our corporate and social values to foster a culturally safe and diverse workplace.

Whilst our journey and commitment towards reconciliation is very much in its infancy, I am excited about the role our organisation can play in furthering reconciliation today, and into the future.

Richard Wrightson
Chief Executive
Delta



I am exceptionally proud to present Delta's inaugural Reflect Reconciliation Action Plan (RAP). This is the beginning of a journey for Delta to acknowledge our commitment to contribute towards furthering reconciliation between First Australians and non-Indigenous Australians.

Through Chain Valley Colliery, Vales Point Power Station and our Sydney office, Delta has a strong connection to Country. We are very cognisant that, as a trusted and highly respected corporate citizen, we carry an obligation to promote, foster and support reconciliation.

Making this commitment to reconciliation by registering our Reflect RAP, we acknowledge that we need to deliver tangible actions that promote greater engagement with Aboriginal and/or Torres Strait Islander peoples within Delta and the broader community in which we operate. Our RAP actions focus on developing a strong foundation for us to build genuine relationships with First Australians.

Vales Point Power Station and Chain Valley Colliery.





A message from Reconciliation Australia

Reconciliation Australia welcomes Delta Power & Energy Pty Ltd (Delta) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Delta 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 three 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 Delta 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 Delta, 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

Delta is a major energy company generating safe and reliable electricity to power Australian homes and businesses. We do this by valuing and empowering our people and respecting the communities and environment in which we operate.

Our operations are focused on supporting the energy system's baseload needs, as Australia transitions to a more sustainable energy future. Our core asset portfolio includes Vales Point Power Station and Chain Valley Colliery, located on the NSW Central Coast.

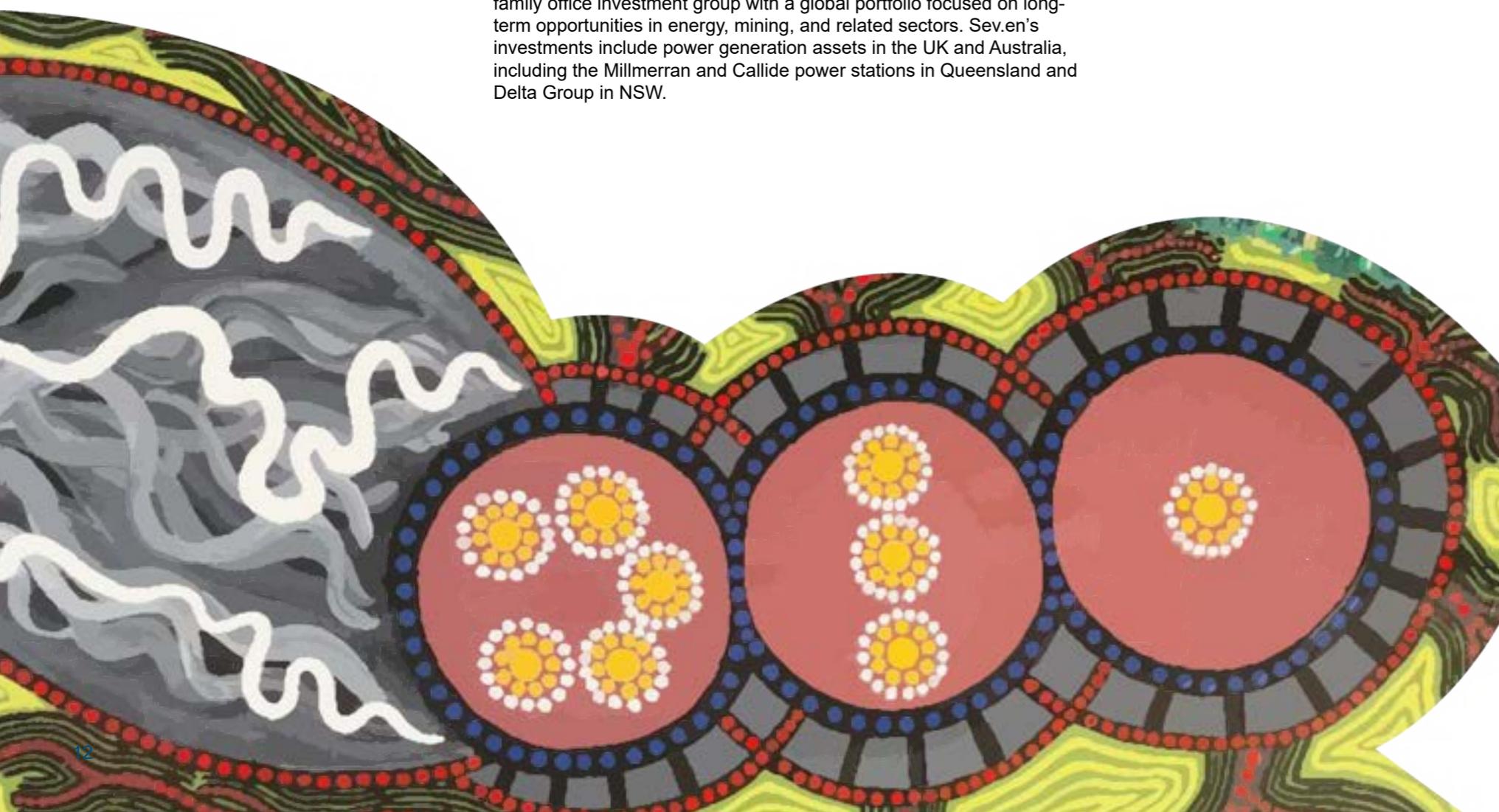
With a 1,320-megawatt operating capacity, we generate around 4% of the electricity used in the National Electricity Market (NEM), covering every State and Territory except Western Australia and Northern Territory.

With decades of experience and a strong focus on responsible operations, we support energy security while actively investing in technologies and practices that improve the sustainability of our business. This includes a range of environmental and emissions-reduction initiatives, as well as the exploration of large-scale energy storage projects.

At Delta, our people, partners and suppliers are at the centre of everything we do, providing the insights and expertise to drive innovation and deliver future-focused outcomes across our operations. We are passionate about developing the next generation of energy professionals through our graduate and apprentice programs, supporting women in energy and promoting diversity and inclusion in our business.

We are also highly connected with the communities in which we operate, maintaining open consultation and supporting local initiatives that are making a real difference to people's lives through meaningful community partnerships.

Delta is 100% owned by Sev.en Global Investments, a Czech-based family office investment group with a global portfolio focused on long-term opportunities in energy, mining, and related sectors. Sev.en's investments include power generation assets in the UK and Australia, including the Millmerran and Callide power stations in Queensland and Delta Group in NSW.



Our people

Our people are integral to our operations.

Our operations directly support 549 full-time equivalent employees in regional NSW and our corporate office, providing training and development opportunities for a highly skilled workforce.

We are committed to strengthening employment pathways for Aboriginal and Torres Strait Islander peoples within our organisation and currently have three employees that identify as Aboriginal and/or Torres Strait Islander people.

It is essential that we provide all our employees with a safe workplace that prioritises health and wellbeing. Our commitment to supporting our employees extends beyond workplace health and safety and we strive to create a working environment where everyone feels valued.

By fostering an inclusive and diverse environment, we aim to empower all employees and ensure equal opportunities for growth and development within our organisation.

Our RAP vision

Reconciliation is important to Delta because it promotes meaningful engagement with our Aboriginal and Torres Strait Islander employees, suppliers and local communities.

Reconciliation aligns with our organisation's core value of respect and fosters a culturally safe and diverse workplace. It also supports Federal and State government actions focused on improving social and economic outcomes for Aboriginal and Torres Strait Islander peoples across NSW, especially during the energy transition and rollout of Renewable Energy Zones (REZs) through increased participation in the workforce and capacity building for First Nations businesses.

Our vision for reconciliation is about strengthening relationships between First Australians and non-Indigenous Australians, *for the benefit of all.*

Initially, our RAP will focus on looking within our organisation to increase cultural awareness and to identify opportunities where our business can create meaningful impact within our value chain and local community. At Delta, we understand the importance of owning who we are, a core value that aligns with the principle of truth-telling, which we believe is essential for reconciliation. Central to our reconciliation efforts will be a strong emphasis on education and training. We are committed to building on this learning to create sustainable cultural and organisational change throughout our RAP journey.



Our RAP Working Group

Our RAP Working Group (RWG) has membership from across our operations and corporate office, and includes First Australians representation.

The RWG is responsible for coordinating and implementing our RAP actions, and establishing a collaborative and consultative process for engaging employees across Delta, so our broader workforce can contribute and participate in RAP activities.

There is an open invitation to all employees to join and participate in the RWG.

The RWG is chaired by the RWG Convenor who is responsible for coordinating the implementation of our RAP actions. Responsibilities for key actions are assigned to leaders across our organisation. RWG members provide support and assistance in the development, implementation and evaluation of our RAP throughout the various stages across the business.

The development and implementation of our RAP is championed internally by the RAP Executive Sponsor, with full support of the Executive Leadership Team and Board.

RAP Working Group members

Stuart Ambridge
Executive Manager – Business Improvement
RAP Executive Sponsor

Joel Aulbry
Market Compliance and Regulation Manager

Anthony Callen
Business Development Manager

Dennis Gyamfi
Asset Management Engineer

Sarah Lipar
Quality and Compliance Manager

Toni Morgan – Wiradjuri
Assistant Company Secretary

Jack Osborne
Asset Management Engineer

Beau Twyford – Worrimi / Birripai and Darkinjung
Power Station Operator

Daniel Watson – Kameygal and Wiradjuri
Delta Coal Underground Operator

Ash Whitehouse
People and Culture Coordinator

Hayley Wilson
Administration Team Leader

Jen Wylie
Business Support Officer – Sydney

Our current activities



Delta has been established in the local community since Vales Point Power Station was built in the 1960s and has developed strong community relationships during this time.

Genuine and ongoing community engagement and partnerships that are based on open communication, trust and respect, ensure that our operations are informed by diverse perspectives and experiences.

Essential to these foundations are our long-standing Chain Valley Colliery and Vales Point Power Station community reference groups, including representatives from a broad range of local community groups. Through our community funding program, we are also supporting local organisations and initiatives benefiting the social and environmental wellbeing of our community.

Our RAP will build on this engagement program to ensure continued and meaningful engagement with our workforce, local First Nations groups and the broader community in which we operate.

We engaged local cultural facilitators, Gawura Cultural Immersions, to provide guidance and advice to support the preparation and development of our Reflect RAP. To commence the process, our RAP Working Group participated in an on-Country development day that centered around reconnecting with nature and local culture. This experience focused the group on key areas that Delta can impact within our sphere of influence, with additional workshops providing the framework to develop our reconciliation actions in preparation for integration into the way we do business. We also engaged local artist Matt Syron to provide the artwork and graphic design support for our RAP.

We have a long history of engaging with First Australians groups to develop cultural heritage management strategies for our operational sites and as part of major project legislative planning processes and activities.

Our Reflect RAP seeks to further meaningful engagement opportunities with First Australians groups and businesses to promote procurement supplier diversity and to identify potential strategic partnerships with existing suppliers that support increased participation of Aboriginal and Torres Strait Islander people in the workforce.

In partnership with University of NSW researchers, Bahtabah Local Aboriginal Land Council, Gamay Rangers and Port Authority of NSW, we are supporting work that focuses on the restoration and preservation of seagrass meadows in NSW. These seagrass meadows provide important habitat for marine species and are culturally significant for Aboriginal and Torres Strait Islander peoples being recognised as sacred sites and part of songlines that connect First Australians groups along the NSW coast.

By supporting this research, we are hoping to support the development of practical and community-based methods for restoring endangered seagrass habitats on a large scale. This work will strengthen the seagrass populations against future environmental challenges and renew cultural connections to these vital ecosystems.



Relationships



Action	Deliverable	Timeline	Responsibility
03 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff. Update intranet and website with a public acknowledgement and commitment to reconciliation.	July 2025 September 2025	Chief Executive Company Secretary RWG Convenor
	Identify external stakeholders that Delta can engage with on our reconciliation journey.	September 2025	RWG Convenor
	Identify other like-minded organisations that Delta could approach to collaborate with on our reconciliation journey.	June 2026	RWG Convenor
04 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.	December 2025 December 2025	Chief People Officer Chief People Officer

Action	Deliverable	Timeline	Responsibility
01 Establish and strengthen mutually beneficial relationships with First Australians stakeholders and organisations.	Identify First Australians stakeholders and organisations within our local area or sphere of influence. Research best practice and principles that support partnerships with First Australians stakeholders and organisations.	September 2025 September 2025	RWG Convenor RWG Convenor
	Review existing corporate sponsorship and community grant programs to identify opportunities to support local First Nations community events and initiatives.	December 2025	Company Secretary
02 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.	May 2025 (annually) 27 May – 3 June 2025	People and Culture Team RAP Executive Sponsor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 (annually)	Chief Executive Executive Leadership Group



Respect



Action	Deliverable	Timeline	Responsibility
05 Increase understanding, value and recognition of First Australians cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	August 2025	Chief People Officer
	Develop a business case for increasing understanding, value and recognition of First Australians cultures, histories, knowledge and rights within our organisation.	September 2025	RWG Convenor
	Develop, implement and communicate a cultural learning strategy for our Leadership Group and workforce.	January 2026	Chief People Officer
	Develop communication platforms to ensure Aboriginal and Torres Strait Islander voices and stories are shared across the business.	December 2025	RWG Convenor
06 Demonstrate respect to First Australians 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.	August 2025	RWG Convenor
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2025	RWG Convenor
	Identify opportunities to acknowledge and integrate First Australians cultural protocols into operational activities and key events within our business.	August 2025	RWG Convenor

Action	Deliverable	Timeline	Responsibility
07	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	People and Culture Team
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	RWG Convenor
	Encourage staff to attend local NAIDOC, reconciliation and community events and activities to increase their understanding and appreciation of First Nations cultures and histories.	June 2025	RAP Executive Sponsor
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	All RWG members
08	Establish relationships and engage with local First Australians community groups (including knowledge holders and Traditional Owners) and document a local record of First Australians stewardship of Delta's operational footprint.	December 2025	RWG Convenor
	Develop and rollout a Communication Plan to raise awareness across Delta of the cultural histories of its sites. Messaging to include updating workforce onboarding processes and documentation, in-house communication methods as well as outward facing communications.	March 2026	Company Secretary Chief People Officer



Opportunities



Action	Deliverable	Timeline	Responsibility
09 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander peoples recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander peoples staffing to inform future employment and professional development opportunities.	June 2026	Chief People Officer
	Engage with existing Aboriginal and/or Torres Strait Islander employees around increasing employment participation and development opportunities.	June 2026	Chief People Officer
	Review existing recruitment policies to support attraction and retention of Aboriginal and/or Torres Strait Islander peoples.	June 2026	Chief People Officer
	Develop a business case for Aboriginal and Torres Strait Islander peoples employment within our organisation.	June 2026	Chief People Officer
	Increase engagement with local schools, community groups, labour hire organisations, employment services, TAFE and universities to promote the business and employment opportunities and develop skills for services utilised by Delta.	June 2026	Chief People Officer
10 Increase First Australians supplier diversity to support improved economic and social outcomes.	Develop an understanding of the mutual benefits of procurement from First Australians owned businesses. With that understanding, develop a business case for procurement from First Australians owned businesses.	December 2025	Contracts and Procurement Manager
	Investigate Supply Nation membership.	December 2025	Contracts and Procurement Manager
	Identify alternative methods to identify vendors and potential strategic partnerships with suppliers that promote increased participation of Aboriginal and Torres Strait Islander peoples in the workforce.	December 2025	Contracts and Procurement Manager
	Review internal procurement policies to identify opportunities to attract First Australians businesses.	December 2025	Contracts and Procurement Manager
	Include in tender documents the opportunity for businesses to identify if the tenderer is a First Australians business or uses First Australians businesses in the provision of its goods and services.	December 2025	Contracts and Procurement Manager



Action	Deliverable	Timeline	Responsibility
11 Maintaining a culturally safe and inclusive workplace.	Implement a process to ensure individuals who choose to identify as Aboriginal and/or Torres Strait Islander backgrounds in the workforce are recorded within our HR information.	August 2025	People and Culture Team
	Conduct a workforce survey to identify areas of interest in First Nations understanding for different cultures and seek different perspectives for cultural activities that support reconciliation within the business.	August 2025	People and Culture Team
	Review code of conduct to ensure standards are in place to define responsibilities, expectations and consequences relevant to cultural safety.	August 2025	Company Secretary
	Review policies to ensure reporting processes and safeguards are in place to respond to occurrences of cultural insensitivity should they occur and reinforce proper resolution management practises.	August 2025	Company Secretary
	Communicate Delta's commitment to workplace cultural safety to all staff through the development of an organisational cultural safety policy.	September 2025	Chief Executive
	Integrate cultural safety and awareness into organisation core values statement.	September 2025	Chief People Officer
	Develop and implement a cultural audit tool at Delta sites.	December 2025	RWG Convenor

Governance



Action	Deliverable	Timeline	Responsibility
12 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	July 2025	RAP Executive Sponsor
	Review and update Terms of Reference for the RWG as required to consider RAP progress.	July 2025	RAP Executive Sponsor
	Increase First Australian peoples representation on the RWG.	July 2025	RAP Executive Sponsor
13 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation and develop a business case for 2026 RAP budget to allocate funds to support reconciliation actions throughout the business.	September 2025	RAP Executive Sponsor
	Engage senior leaders in the delivery of RAP commitments.	July 2025	Chief Executive
	Maintain a senior leader to champion our RAP internally.	July 2025	Chief Executive
	Define appropriate systems and capability to track, measure and report on RAP commitments and provide regular progress updates to Leadership Group and Board.	July 2025 (quarterly)	RAP Executive Sponsor

Action	Deliverable	Timeline	Responsibility	
14	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)	RWG Convenor
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August (annually)	RWG Convenor
		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, (annually)	RWG Convenor
15	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2026	RAP Executive Sponsor





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All artwork and photographs in the Delta Reflect Reconciliation Action Plan have been included with permission of the respective artists, photographers, and individuals portrayed, including Aboriginal and Torres Strait Islander peoples. The images were captured during an on-Country walk guided by Gawura Cultural Immersions in December 2024, showcasing some of the many rock engravings located in Brisbane Water National Park.

