

SA Power Networks and Enerven

# Innovate

## Reconciliation Action Plan

October 2025 – October 2027



RECONCILIATION  
ACTION PLAN

INNOVATE



# Acknowledgment of Country

SA Power Networks and Enerven acknowledge the multiple Traditional Owners of the lands that host the South Australian electricity network and their connections to land, sea, and community. We pay our respects to all First Nations peoples past and present, acknowledging their deep connection to Country, Culture and Community.

## Language statement

SA Power Networks and Enerven acknowledge the diversity of Aboriginal and Torres Strait Islander people living in South Australia. We have used the term First Nations Peoples to include all Aboriginal and Torres Strait Islander people living in South Australia.



# Our vision for reconciliation

SA Power Networks and Enerven (SA Power Networks Group) envision a future where reconciliation is the lived reality, not just a goal. We are committed to building an inclusive and fair energy sector that honours the past, empowers the present, and creates a strong future for First Nations peoples and all South Australians.

Through genuine partnerships, ongoing learning, and open collaboration, we seek to build strong relationships, deepen cultural understanding, and create lasting change. We recognise the strength of First Nations communities and are committed to ensuring their voices, perspectives, and leadership shape our journey.

Our vision is one of unity; built on trust, respect, and shared prosperity. By combining sustainable innovation with community-led progress, we will shape an energy future that is fair, resilient, and benefits generations to come.

Together, we are not only connecting South Australia to a better energy future; we're shaping a legacy of reconciliation, empowerment, and lasting change.



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# About the artwork and artist

Kelly Taylor and her daughter T'keyah Ware come from three generations of strong First Nations women who share their culture through art. Kelly's love for painting started with her nana, Millie Taylor, who taught her ancient stories and inspired her to pick up the brush nearly 30 years ago. Kelly's unique dot painting style, called "creeper dots", mixes traditional symbols with a fresh, modern feel.

T'keyah started painting when she was 13, learning alongside her mum. At first, she wasn't into art at school, but as she grew, she found a real connection to painting and her culture. Her colourful, vibrant work carries on the family stories and traditions while also showing her own style and personality.

Together, they create beautiful artworks that reflect their life, Country, and heritage in South Australia. Their paintings tell stories of family, community, and culture, blending old and new to celebrate who they are.

For Kelly and T'keyah, art is more than just painting — it's a way to keep their family's stories alive and inspire others to connect with culture and Country.

## Connection with Country – The story behind the artwork

This artwork is a visual story of unity, growth and reconciliation. It reflects a shared journey between the Power Network Group (SA Power Networks and Enerven) and First Nations communities across South Australia.

Commissioned as part of the Power Network's 2025 Reconciliation Action Plan (RAP), this piece serves as a visual commitment to meaningful relationships, cultural respect and long-term partnership with Aboriginal and Torres Strait Islander peoples.

This piece honours the enduring cultural strength of Aboriginal people and celebrates ongoing partnerships built on respect, understanding and opportunity.

Created through a collaboration between Kelly Taylor and her daughter T'keyah Ware from KT Aboriginal Fine Art.





Kelly Taylor and T'keyah Ware  
Connection with Country, 2025  
Digital, 1700mm x 900mm  
Commissioned by SA Power Networks and Energen for their 2025 Reconciliation Action Plan.



**1** The circle on the right represents First Nations people — symbolising leadership, resilience and a deep cultural connection to Country.



**2** Surrounding this are the Power Network team bases, represented by the arch and large circles in green and orange.



**3** Orange and green footprints and “U” shapes represent the Power Network team walking alongside community.



**4** Light brown footprints and “U” shapes symbolise First Nations people — grounded in knowledge, culture and a strong connection to land.



**5** The waves at the top of the artwork represent cool breeze and wind. They remind us that reconciliation is alive and ever-changing, shaped by the environment and the relationships we continue to grow.



**6** The wavy lines connected to the large circles represent the flow of electricity supplied by the Power Network to communities across South Australia. They symbolise the energy that connects, supports and empowers — reflecting the role of the network in lighting up homes, businesses and shared futures.



**7** The circles placed across the artwork represent the growing networks of reconciliation within the Power Network. They show how the Power Network expands, connects and transforms communities.

# A note from SA Power Networks Group CEO, Andrew Bills

As we transition from our Reflect Reconciliation Action Plan (RAP) to our Innovate RAP, I want to reaffirm our unwavering commitment to fostering strong, lasting relationships with First Nations peoples and communities across South Australia.

SA Power Networks and Enerven proudly serve the entirety of South Australia, from urban centres to remote regions, and our people live and work in the communities we serve. This means we have a responsibility to not only provide reliable services but to also build trust and foster positive change. Our journey towards reconciliation is part of this commitment.

In the past two years, we have made great strides. In 2023, we strengthened our partnership with Reconciliation South Australia, deepening our understanding of reconciliation and our role. In 2024, we developed and implemented a guide for Acknowledgement of Country and Welcome to Country protocols, enhancing cultural awareness across our teams. We also focused on engaging First Nations businesses, offering more opportunities for collaboration and supporting First Nations organisations

such as the Tjindu Foundation who have delivered cultural awareness training to our Executive and Leaders throughout 2025.

Our partnership with Adelaide Crows Foundation 'Crows on Country', has been another significant achievement. This collaboration will provide ongoing opportunities to work with First Nations schools and communities to foster greater inclusion. Each year the SA Power Networks Group participates in various National Reconciliation Week activities, underscoring our dedication to this important cause.

Looking ahead, our goals for the Innovate phase are ambitious. We will continue to establish meaningful relationships with First Nations stakeholders and communities, promote reconciliation within our broader sphere of influence, and prioritise cultural learning throughout our organisation. Our commitment to improving employment opportunities, supplier diversity, and customer service for First Nations peoples is paramount. We will also celebrate the rich histories and cultures of First Nations Peoples through initiatives like NAIDOC Week and the promotion of First Nations languages across our business.

Our commitment to reconciliation is ongoing, and with the support of our people, partners, and communities, we are determined to bring our RAP to life. The actions outlined for the coming years will guide us as we build on the successes of the past and continue to innovate towards a more inclusive future, ensuring we make a meaningful and lasting difference.

## **Andrew Bills**

Chief Executive Officer  
SA Power Networks Group



# CEO statement from Reconciliation Australia

Reconciliation Australia commends SA Power Networks Group on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for SA Power Networks and Energen to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, the SA Power Networks Group will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments.

The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever.

SA Power Networks and Energen are part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals the SA Power Networks Group readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations SA Power Networks and Energen on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

## **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



# Our business

Our core business is electricity distribution. Every day we deliver electricity safely and cost efficiently to 1.7 million South Australians. We care about our community and work with integrity to make sure we do the right thing for our state, our community and our customers.

We maintain around 650,000 Stobie poles, 89,000 km of powerlines and underground cables, more than 400 zone substations, and 73,000 street transformers. We also provide and maintain around 220,000 streetlights for 68 Councils across South Australia.

As a major employer and an essential service provider, we are a key part of the South Australian community.

## About SA Power Networks

**Primary distributor** in South Australia

Supply South Australia's **1.7 million** population

Supplying over **900,000** homes and business

**1,800 employees** in more than 30 sites across the state

Recruited over **600 apprentices** since 2003

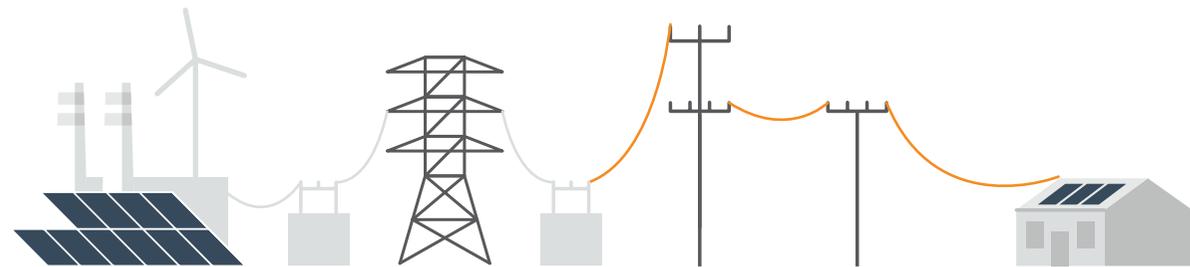
Peak demand **3,193MW**

Electricity distributed **9,858GWh**

Network coverage over 178,000km<sup>2</sup>

Route length around **90,000km**

## South Australian electricity supply chain



### Generation

**Gas wind and solar**  
Generate electricity

### Transmission

**ElectraNet**  
Carry electricity long distances

### Distribution

**SA Power Networks**  
Carry electricity to and from customers

### Retailers

Bill customers for all the costs in getting electricity to their home or business

## About SA Power Networks

Across SA Power Networks (the regulated business) and Enerven (the unregulated business) we have developed an overall Strategic Direction with a vision of connecting South Australians to a better energy future, today.

We have a real impact on the everyday lives of South Australians, as we work across the state to provide a reliable, safe and efficient network. This work includes ensuring community safety around our infrastructure, managing network assets, new connections for growing communities, and providing up to date information to help customers

meet their energy needs and manage during outages and major events like bushfires and storms.

Our network is playing a vital role in South Australia's transition to a distributed and decarbonised energy system. A network that once supplied energy generated at large, centralised generators, now hosts more than half of the state's generation, with customers continuing to invest in rooftop solar. This world-leading integration of Consumer Energy Resource (CER) is a significant opportunity, but also a big challenge for the network. We are constantly innovating

the network and our services to ensure that customers get the maximum benefit from their resources, and that the costs and benefits are shared equitably amongst South Australians.

We are well on the way to supporting South Australia to meet its target of 100% renewable electricity by 2027 and that in the years to come, our network will enable a broader decarbonisation through electrification of homes, businesses and transport.

## Our network area

SA Power Networks spans an area of about 178,000 square kilometres of South Australia and the multiple Traditional Lands that host the South Australian electricity network. While our physical network does not extend into the Anangu Pitjantjatjara Yankunytjatjara (APY) lands, when advocating for the energy needs of all South Australians, we consider their views and energy needs in the process.

We are committed to continue working with our customers to build trust, understand the services our customers value and meet customer expectations. We are committed to contributing to reconciliation in Australia and embedding this in the culture and operations of SA Power Networks and Enerven.



## Our people

More than 3,000 employees contribute to our purpose every day and make a real impact on our community and our State. SA Power Networks works across 35 different locations within First Nations Communities across South Australia and Enerven with a further 5 locations across Australia. Our sphere of influence in South Australia is large

and our employees are deeply connected to and part of the communities they serve.

While we capture data on the number of staff who identify as First Nations people, we do not believe our records capture the full number of First Nations employees. Our data is based on staff optionally self-identifying

as First Nations peoples. We hope as we progress forward in our RAP journey and foster a culturally safe environment we will see this number increase.

Based on current records, we know we employ 35 First Nations Peoples, which is approximately 1.2% of the total workforce.

## Our history in South Australia

With roots in the privately owned Electric Supply Company, the Electricity Trust of South Australia (ETSA) was formed by the State Government in 1946 and was responsible for providing electricity across the state.

In 1996 deregulation of the industry began. The State Government formed ESTA Corporation and electricity assets were separated into general, retail and transmission entities with ETSA Utilities

responsible for electricity distribution. In 1999 the electricity industry was privatised and ETSA Utilities was sold to the CK Group.

In September 2012, ETSA Utilities was renamed SA Power Networks to clearly reflect our focus on serving business and residential customers in metropolitan, regional and remote South Australia.

Enerven was established in 2018, as subsidiary of SA Power Networks, built of the strong foundations of our parent company,

and founded on our ability to consistently deliver value and innovative technical solutions to our customers.

Today, the SA Power Networks Group is 51% owned by CK Infrastructure Holdings Limited (CKI) and Power Assets Holdings, who are part of the Cheung Kong Group of companies., the remaining 49% is owned by the consortium PIKA HoldCo.



## Enerven

Enerven delivers electrical infrastructure and telecommunications solutions that connect communities. We are at the forefront of the renewable energy transition – ensuring grid reliability and resilience through large-scale utility builds, maintenance services, and renewable infrastructure solutions that are vital for a sustainable and interconnected future. Enerven has 720 employees which includes casuals, apprentices and supplementary labour with four employees self-identifying as First Nations people.

Guided by our core values of dependability, proactiveness, and collaboration, our team is geared to adapt and innovate and meet the evolving demands of the energy sector with unmatched agility.

Enerven is proud to announce the commissioning of the Innovate RAP artwork by Kelly Taylor of T'Keyah Wear. The piece will be displayed at our Station Place head office as a reflection of Enerven's ongoing commitment to reconciliation.



# Our reconciliation journey

SA Power Networks and Enerven have been committed to a reconciliation process that supports the three pillars of relationships, respect and opportunities for First Nations peoples and communities to ensure we embed reconciliation at the heart of our organisation.

In February 2024, we proudly launched our first 'Reflect' Reconciliation Action Plan at the Living Kurna Cultural Centre, a journey that started two years ago in late 2022. SA Power Networks and Enerven began the development of their first 'Reflect' RAP, a process that included the establishment of a RAP Working Group with key First Nations representation.

Our Reconciliation Action Plan is a strategic document that includes actions that will drive our contribution to reconciliation both internally and in the communities

## RAP Champions

While we know we have great support and leadership from the RAP Working Group and the entire Executive Leadership Team, the

we operate. With the support of our RAP Working Group, it guides our efforts to work with First Nations communities within South Australia and within our sphere of influence. While our headquarters are on Kurna land in Adelaide, our footprint is large and spans across 30 plus Traditional Owner groups across South Australia.

Living in the communities we serve provides us with a unique opportunity to connect and strengthen meaningful relationships with First Nations peoples. The practical steps we have identified are aimed at making a tangible difference in the lives of local communities.

Building strong foundations throughout our Reflect RAP and embedding reconciliation at the core of our business, we will continue to move forward as one.

Chief People Officer as our Executive Sponsor and our RAP Coordinator are responsible for driving and championing internal

Throughout the development and implementation of our Innovate RAP we will continue to drive a common purpose of further developing our relationships with our First Nations stakeholders.

Our Innovate RAP cements the progress and good work we have undertaken whilst recognising we have further to go on the path to reconciliation that will make a meaningful difference, be mutually beneficial and, sustainable over time. Implementation of our Innovate RAP will be supported by our dedicated RAP Coordinator, along with our RAP Working Group. In addition, we have established a First Nations Advisory Group, comprised of First Nations employees, to guide the implementation.

engagement and awareness of the RAP, along with other key leaders in the business.

# RAP Governance Structure

## EXECUTIVE LEADERSHIP TEAM

Responsible for the accountability of the RAP Across the SA Power Networks Group

## RAP EXECUTIVE CHAMPIONS

Chief People Officer, SA Power Networks • General Manager People & Support Services, Enerven

## RAP COORDINATOR

Provides oversight of the RAP deliverables and responsible for the implementation and reporting across the SA Power Networks Group

## FIRST NATIONS ADVISORY GROUP

Employee network led by First Nations employees, providing strategic and a cultural oversight of RAP deliverables and development. With First Nations voices playing a key role in our reconciliation journey, the First Nations Advisory Group was established in 2025 and has been set to provide guidance and advice on the design and implementation of the Reconciliation Action Plan. This group will play a pivotal role on the future consultation and engagement with First Nations communities and stakeholders both internally and in the communities in which we operate.

## RAP WORKING GROUP

Responsible for driving implementation of the RAP deliverables

RAP Coordinator / Chair 

Chief People Officer  
(RAP Executive Sponsor)

Cultural Heritage and Environment Consultant 

Stakeholder Engagement Manager

General Manager People & Support Services  
(RAP Executive Sponsor, Enerven)

Head of Enerven Human Resources

Enterprise Portfolio Partner / Deputy Chair  
(RAP Champion)

Pathways Program Engagement Partner

Inclusion & Diversity Lead

Partnerships and Events Manager

Communications Business Partner

Strategic Category Leader

Works Coordinator 

People Experience Manager

Head of People Partnering & Experience

Workplace Relations & Advisory Manager

Talent Acquisition Manager

Customer Services Manager

 = First Nations Representative(s)



# Key learnings

Since beginning our reconciliation journey at SA Power Networks and Enerven, it has remained clear that our commitment to reconciliation and supporting First Nations staff, Peoples and communities remains at the forefront of our journey.

**Our 'Reflect RAP' allowed us to build the foundations and establish new relationships between other like-minded organisations.**

The learnings through our previous RAP journey include:

**The importance of continuous engagement and listening to our First Nations staff**

Through initiatives such as our First Nations workshop and First Nations support group which provides support and an open space

for our First Nations staff to connect and communicate, we ensure we provide First Nations staff members opportunity to share their feedback on their experiences within the organisation. This engagement provides learning opportunities for all staff and our leaders by sharing of knowledge and ensures we continue to build our understanding of culture on a deeper level. These outcomes translate into how we work with our First Nations staff and customers in a respectful and meaningful way.

**RAP development and implementation**

Throughout the development and implementation of our first 'Reflect' RAP we discovered the importance of the RAP being embedded it into business as usual. Through consistent engagement with departments

across the organisation, we are starting to see a positive shift through our 2024 Reconciliation Culture Survey in the ways of collaborating and working with First Nations employees and organisations.

Although we have made progress, continued engagement with the RAP Working Group, First Nations employees and Leaders remains a focus to ensure we have a RAP that represents our whole organisation through all streams.

## CASE STUDY | CULTURAL HERITAGE

Meet Jazmin Ward | Cultural Heritage and Environment Consultant

“Since beginning my role 9 months ago, I’ve had significant growth in myself as a result of learning how to manage cultural heritage in the best possible way. With support from my Manager, I have had directive freedom in developing the foundations for this role within both SA Power Networks and Enerven, from which can be built upon long into the future. This has been achieved by working closely with Traditional Owner groups and First Nations stakeholders to determine best practice, ensuring mutually beneficial outcomes for all parties.”

## Key Learnings:

“Early engagement results in the most successful outcomes, leading to stronger working relationships with Traditional Custodians.”

“Trust and confidence are paramount to collaborating effectively with any stakeholder to achieve the desired outcome.”

“Cultural customs, sensitivities, and preferences can vary considerably group by group. Understanding and being mindful of this throughout the consultation process is vital.”

## Achievements:

“Building strong, supportive relationships with Traditional Custodians and other external First Nations stakeholders through appropriate engagement methods.”

“Utilising skills and knowledge learned in my role to contribute valuable ideas and opportunities for improvement to the RAP Working Group.”

“Educating others, and in turn helping to build on awareness, in relation to the collective understanding of First Nations culture within SA Power Networks and Enerven.”

“Being a part of the RAP Working Group as a First Nations employee has provided me with a sense of belonging and community among my fellow First Nations peers. The group has provided us with the opportunity to connect with each other, and to discuss things close to our heart that impact us on both a personal and professional level. Together we can identify these issues, feel supported in raising them, and come together to develop a solution.”

“Since starting with SA Power Networks in 2022 to now, I have seen palpable progress in the integration of First Nations Culture and into the workplace. This will be an ongoing journey, and I am both honoured and excited to be part of the positive change.”



# Key achievements

2023

Establishing a strong relationship with Reconciliation South Australia. Through regular and ongoing engagement with Reconciliation SA, we have developed a greater understanding of reconciliation and the role we play.



2024

Developing and implementing a guide to cultural protocols for Acknowledgement of Country and Welcome to Country. The protocols have provided staff with a greater understanding of the difference and whether an acknowledgement or welcome is appropriate.



Delivered over 50 reconciliation education presentations across both SA Power Networks and Enerven. This provided the business with foundation understanding of what reconciliation means for our business.



Engaging First Nations businesses to increase opportunities for First Nations Peoples and organisations.

RAP Working Group participating in National Reconciliation Week activities and events.



2025

Engaging a First Nations artist to create a mural on our Murray Bridge South substation, representing the lands of the Ngarrindjeri people where the substation sits.



Establishing a First Nations partnership with Crows on Country to work with First Nations schools and communities to ensure we continue promoting opportunities.



Cultural awareness training will be delivered by the Tjindu Foundation. The roll-out across the business commenced with Senior Leaders and will follow on with all staff across SA Power Networks and Enerven which will build on the reconciliation education workshops completed in 2024.



2025-2027

Engaged Tjindu to deliver cultural awareness training across SA Power Networks and Enerven from 2024 through till 2027.

# Collaboration partners

## Adelaide Crows Foundation

In 2024 SA Power Networks engaged the Adelaide Crows Foundation as a key new partnership, which will see SA Power Networks support the Crows on Country program.

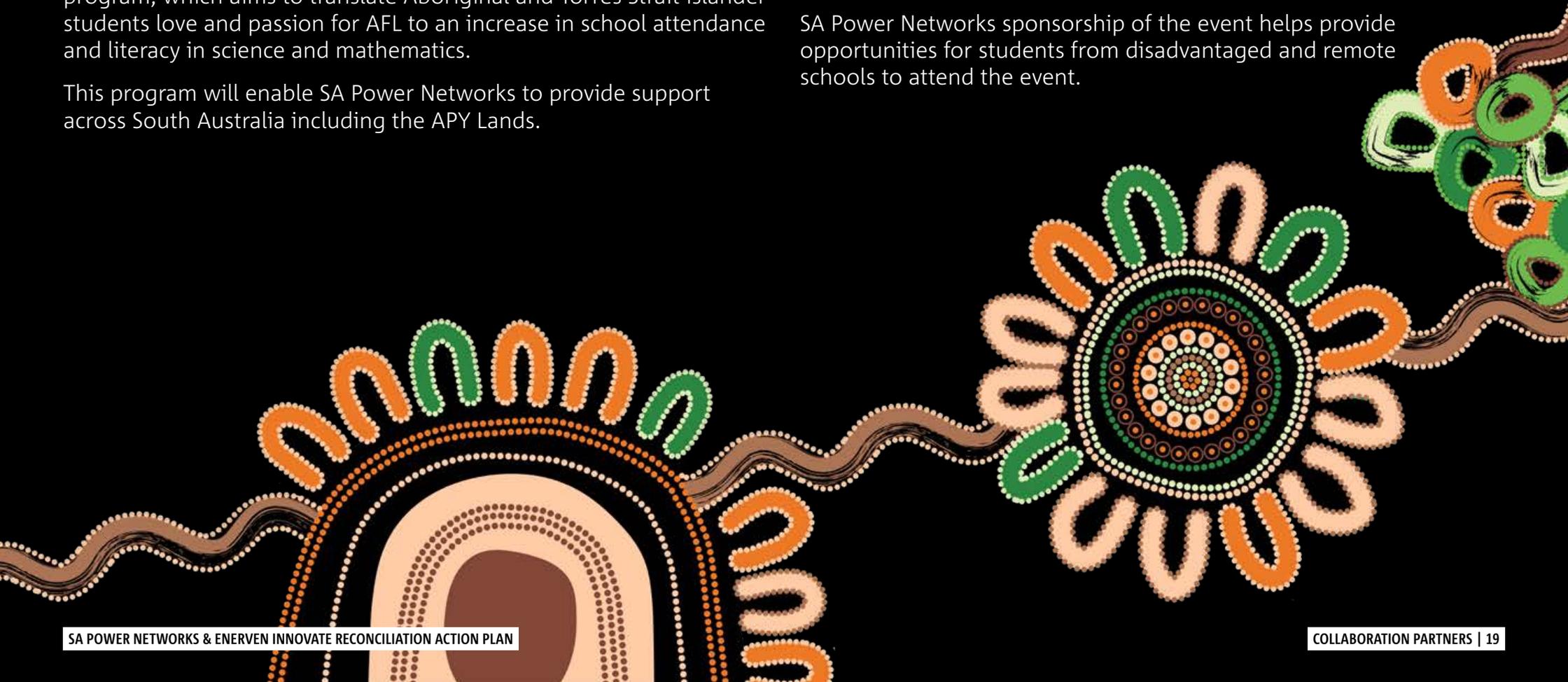
Crows on Country provides a tailored, culturally inclusive education program, which aims to translate Aboriginal and Torres Strait Islander students love and passion for AFL to an increase in school attendance and literacy in science and mathematics.

This program will enable SA Power Networks to provide support across South Australia including the APY Lands.

## Don Dunstan Foundation

Each year during National Reconciliation Week, the Don Dunstan Foundation runs the Lowitja O'Donoghue Oration, in honour of influential Aboriginal leader, Dr Lowitja O'Donoghue AC CBE DSG. This forum, as part of the Foundation's mission of 'inspiring action for a fairer world', gives voice to vital issues for our First Nations Peoples.

SA Power Networks sponsorship of the event helps provide opportunities for students from disadvantaged and remote schools to attend the event.



## Australia Day Council of South Australia

For the past six years, SA Power Networks has partnered with the Australia Day Council of South Australia to support their Open Circle Discussion Group, which ensure First Nations peoples' voices and engagement with Australia Day in SA is given prominence.

The Mourning in the Morning event held on 26 January is open to all to listen, learn and pay respects with a Welcome to Country, Smoking Ceremony, speaker's address, and performances.

## Port Adelaide Aboriginal Power Cup

In 2023, Enerven, SA Power Networks and Power Community Limited signed a partnership agreement to sponsor the APY Lands program initiative as part of the broader Aboriginal Power Cup.

The Santos Aboriginal Power Cup is the broader program run by Power Community Limited. It is an education-based program that uses Australian Rules Football to engage Aboriginal and Torres Strait Islander secondary school students in their education and workforce pathways.

The partnership provides a unique platform to connect, engage and inspire young First Nations students to pursue a career with Enerven or SA Power Networks.



# Reconciliation to our staff

“Reconciliation, to me, means creating a future where my children and future generations can live without the barriers and limitations that stem from their background or the colour of their skin. It’s about ensuring that every individual, regardless of their heritage, has the same opportunities and rights, free from prejudice. I envision an Australia where our true history is not only acknowledged but also respected and embraced. This would be a place where the stories of all communities, especially Indigenous ones, are recognised without challenge, allowing for healing, understanding, and a fairer society for everyone.”

**Paul Sumner**

Warehouse Team Leader

“Reconciliation matters to me because I believe everyone deserves to feel seen, heard, and respected. As a non-First Nations person, I see it as my responsibility to learn about our shared history and be part of building a more inclusive future. My interest in reconciliation was sparked when I began learning more about our history from a First Nations perspective — history I was never taught at school — and it opened my eyes to how much work still needs to be done. It’s a beautiful culture we can, and should, learn a lot from. Understanding and acknowledging the experiences of our First Nations peoples is not just the right thing to do — it strengthens who we are as a country.”

**Jaki Wain**

Inclusion & Diversity Lead

“Reconciliation is creating a future where cultural diversity is celebrated. It’s about learning and building trusting relationships which can lead to meaningful action and initiatives to improve health, education, and careers for First Nations peoples.

Empowering communities with pathways and opportunities, creating a more equitable and inclusive society.”

**Timothy Carter**

Make Ready officer

“As a first-generation migrant and relatively new to Australia, it was crucial for me to immerse myself in the rich history and vibrant cultures of the First Nations people. It’s imperative that we, as a multicultural Australia, truly understand and appreciate the privilege of living on this shared land. The narrative of their history has

often been unfairly forged and negatively portrayed. Therefore, it is especially important for adults to actively educate ourselves about the past and champion the cause of reconciliation. We must grasp the difference between equality and equity to ensure a level playing field is created for our First Nations community to thrive.

Personally, I am committed to advocating within my network and ethnic community for profound love and respect for our First Nations people.”

**Adrian Jeremiah**

Enterprise Portfolio Partner (and a proud committee member of the Inclusion & Diversity committee)



# Procurement

## Cultural awareness training

- › Engaged Bookabee to deliver a pilot cultural awareness training session in November 2024.
- › Engaged Tjindu to deliver a second cultural awareness training pilot in January 2025.
- › Established a partnership with Tjindu to deliver cultural awareness training across SA Power Networks and Enerven over a 3-year period.

## Supply Nation

- › In 2022 SA Power Networks became a member of Supply Nation to improve our ability to engage with First Nations businesses.
- › Supply Nation works with First Nations businesses along with procurement teams from government and corporate Australia to help shape today's emerging and rapidly evolving First Nations business sector.

## Social Procurement Working Group

- › A Social Procurement Working Group was established in July 2022.
- › The purpose of the group is to:
  - a. Agree the scope of Social Procurement
  - b. Provide an interface to their respective areas
  - c. Identify opportunities for action and improvement and monitor progress.

## Expenditure

- › SA Power Networks and Enerven purchase a range of goods and services from First Nations suppliers, including translation services, medical supplies, cultural heritage site monitoring, furniture and external contractors.
- › Expenditure has risen in recent years, along with an expansion in the range of services being purchased.

## Employee identification

- › An all-staff survey undertaken in April 2023 provided an opportunity for employees who identify as First Nations to self-identify. The aim was to enable greater engagement with our First Nations employees and ensure their voices are central to the development of our RAP. The survey resulted in an increase in the number of staff who self-identified.
- › In 2024 we launched our second Reconciliation Culture Survey which saw participation rates grow from 10.5% in 2022 to 29% in 2024. A key highlight through the survey was the increase in understanding around reconciliation and RAP's which came from the delivery of face-to-face Reconciliation Education sessions across the organisation.

## RAP Artwork

- › As part of the development of our Reflect RAP, in partnership with Country Arts SA, we commissioned a SA First Nations artist, Presten Warren to create a visual artwork that represented our commitment to reconciliation. Through this partnership we also engaged a First Nations artist, Harley Hall, to design and paint a mural on our Murray Bridge South Substation which sits on Ngarrindjeri Land.
- › The artwork was integral to our Reflect RAP and is widely used for Acknowledgement of Country at external and internal meetings/events, on our corporate website and in other forms of communications e.g. social media, teams background.
- › Our RAP artwork has also been used to wrap several of our vehicles, including an EWP at St Mary's and a Telsa at Keswick (images displayed on pages 32 and 33).

## RAP development and governance

- › Ongoing governance from the RAP Working Group with key ELT representation to oversee the development, launch and implementation of our Innovate RAP which will continue from our Reflect RAP.
- › Quarterly updates on RAP implementation against key milestone are provided to our Executive Leadership Team.

## Employment Opportunities / Skills Development

- › Appointed a dedicated RAP Coordinator to implement our Reflect RAP's and educate on reconciliation across the organisation.
- › Recruited a Cultural Heritage and Environment Consultant reporting into our Environment Branch.



# Relationships

SA Power Networks and Enerven understand the importance of building authentic, mutually beneficial and long-lasting relationships as we continue to grow on our reconciliation journey. Through listening, learning and consistent engagement with First Nations Peoples and Communities we aim to continue building trust to allow successful outcomes on our reconciliation journey.

## CASE STUDY / RELATIONSHIPS

### Mickey O'Brien | Keynote speaker.

As an influential First Nations Kurna man, Uncle Mickey O'Brien sat down with our RAP Coordinator (Chad Ytsma) during National Reconciliation Week 2024 to chat through a range of topics relating to reconciliation and his personal life experiences.

Uncle Mickey spoke on seeing reconciliation through a different lens and the importance of bringing people and the two cultures together, understanding the differences and moving forward together is a key aspect to building positive and long-lasting relationships.

SA Power Networks and Enerven have established a strong relationship with Uncle Mickey and have been fortunate enough to have him share his stories and knowledge of culture through our organisation.

### Meet Sam Farren | Works Coordinator

Sam has been with SA Power Networks for 18 years where he has made consistent progress throughout the organisation. Sam currently works as the works coordinator within the Wingfield depot.

"Reconciliation, for me, is continuing to improve relationships and understanding of First Nations people and cultures."

"Ensuring we are on this journey together to improve the country we live in."

"Being on the RAP Working Group has allowed me to collaborate with diverse people to ensure consistency and commitment to continuing to work with communities."

"As we progress on this journey, I look forward to working on making a positive influence through Cultural awareness and respect training."



### Action 1. Establish and maintain mutually beneficial relationships with First Nations Traditional Owners and organisations.

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
1.1	Ensure a component of our sponsorship and community grants program incorporates strengthening relationships with First Nations organisations.	July 2026, 2027	<b>Lead:</b> Partnerships and Events Manager
1.2	Meet with local First Nations Traditional Owners and organisations to develop guiding principles for future engagement.	November 2025 <b>Review:</b> November 2026	<b>Lead:</b> Cultural Heritage and Environment Consultant <b>Support:</b> RAP Coordinator
1.3	Develop and implement an engagement plan to work with First Nations Traditional Owners and organisations.	December 2025 <b>Review:</b> December 2027	<b>Lead:</b> Cultural Heritage and Environment Consultant <b>Support:</b> RAP Coordinator
1.4	Maintain collaboration with Adelaide Crows Foundation through the Crows on Country program.	December 2025 <b>Review:</b> December 2026	<b>Lead:</b> RAP Coordinator <b>Support:</b> Pathway Programs Engagement Partner

### Action 2. Build relationships through celebrating National Reconciliation Week (NRW).

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 2027	<b>Lead:</b> Communications Business Partner
2.2	SA Power Networks and Enerven to participate in at least one external event to recognise and celebrate NRW	27 May - 3 June yearly	<b>Lead:</b> RAP Coordinator
2.3	RAP Working Group members to participate in an external event	27 May - 3 June yearly	<b>Lead:</b> RAP Coordinator
2.4	Organise three NRW event each year.	27 May - 3 June yearly	<b>Lead:</b> RAP Coordinator
2.5	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May yearly	<b>Lead:</b> RAP Coordinator
2.6	Continue the sponsorship of the Don Dunstan Foundation during NRW week.	2026, 2027	<b>Lead:</b> Partnerships and Events Manager

### Action 3. Promote reconciliation through our sphere of influence.

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
3.1	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2026 <b>Review:</b> February 2027	<b>Lead:</b> People Experience Manager
3.2	Communicate our commitment to reconciliation publicly.	July 2026, 2027	<b>Lead:</b> Communications Business Partner <b>Support:</b> Digital Channels Advisor
3.3	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2026, 2027	<b>Lead:</b> Stakeholder Engagement Manager <b>Support:</b> RAP Coordinator
3.4	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2025, 2026	<b>Lead:</b> RAP Coordinator <b>Support:</b> Stakeholder Engagement Manager
3.5	Continue to support the Open Circle Discussion Group to ensure that First Nations Peoples are involved at the Australia Day event in SA.	May 2026, 2027	<b>Lead:</b> Partnerships and Events Manager

### Action 4. Promote positive race relations through anti-discrimination strategies.

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
4.1	Conduct a review of policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2025 <b>Review:</b> November 2026	<b>Lead:</b> Workplace Relations & Advisory Manager <b>Support:</b> People Advisor
4.2	Communicate the SA Power Networks Group anti-discrimination policy to our organisation.	March 2026 <b>Review:</b> March 2027	<b>Lead:</b> Workplace Relations & Advisory Manager <b>Support:</b> People Advisor
4.3	Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.	November 2025 <b>Review:</b> November 2026	<b>Lead:</b> Workplace Relations & Advisory Manager <b>Support:</b> People Advisors
4.4	Educate senior leaders on the effects of racism through the Reconciliation Culture Survey yearly.	Annually 2025, 2026, 2027	<b>Lead:</b> Head of People Partnering & Experience <b>Support:</b> People Experience Manager

**Action 5. Improve our service delivery and relationships with First Nations customers.**

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
5.1	Develop tailored customer service resources to improve First Nations customer engagement.	February 2026 Review 2026, 2027	<b>Lead:</b> Customer Services Manager <b>Support:</b> Head of Customer Experience
5.2	Consult with local Traditional Owners and/or First Nations advisors to inform this service delivery.	November 2025 Review 2027	<b>Lead:</b> Customer Services Manager <b>Support:</b> Head of Customer Experience



# Respect

Respect for First Nations cultures, histories, knowledge, and rights is important to SA Power Networks and Enerven for several reasons, all of which are integral to our core business activities and values.

This acknowledgment helps to create a more inclusive and cohesive community, where people from all backgrounds feel valued. By fostering respect for First Nations Cultures and histories, SA Power Networks and Enerven continue to build strong connections with local communities.

Understanding the history and cultural perspectives of First Nations peoples is crucial in fostering mutual respect for SA Power Networks and Enerven, as this understanding ensures that decisions related to land, infrastructure, and services are made with consideration of First Nations peoples' rights and interests. Acknowledging Traditional Landowners and engaging with local communities fosters relationships built on trust and respect, helping to avoid conflicts and promote collaboration.

SA Power Networks and Enerven believe in the importance of ongoing learning about First Nations cultures. This includes engaging with First Nations knowledge, traditions, and perspectives, which can contribute to better business practices. First Nations knowledge systems, such as those related to environmental sustainability, offer valuable insights that can help shape the future of energy and infrastructure development in a way that respects the land and its Original Custodians.

Overall, respect for First Nations peoples is central to SA Power Networks' mission to operate in a socially responsible, ethical, and culturally aware manner. By respecting cultures, histories, and rights, SA Power Networks and Enerven strengthens its connection to the communities it serves, improves its business outcomes, and contributes to reconciliation in Australia.

## CASE STUDY / RESPECT

### National Reconciliation Week (NRW)

Throughout NRW from 2023 – 2024 SA Power Networks and Enerven acknowledged and supported the NRW breakfast and internal events to help employees understand the importance of the week along with continuing to learn and understand more about First Nations Cultures.



## Action 6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
6.1	Conduct a review of cultural learning needs within our organisation.	December 2024 <b>Review:</b> January 2026, 2027	<b>Lead:</b> Learning Design and Compliance Manager <b>Support:</b> Learning Services Manager
6.2	Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.	December 2024 <b>Review:</b> Q2 2025, 2026, 2027	<b>Lead:</b> RAP Coordinator
6.3	Continue to implement and communicate the cultural learning framework across SA Power Networks & Enerven for our staff.	January 2025 <b>Review:</b> January 2026, 2027	<b>Lead:</b> People Experience Manager <b>Support:</b> RAP Coordinator
6.4	Increase cultural awareness training to ensure that all staff undertake formal and structured face to face cultural learning as outlined in the Cultural Learning Framework.	January 2025 <b>Review:</b> January 2026, 2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Learning Services Manager
6.5	Consult with local First Nations stakeholders and/or First Nations advisors on the design and/or approach of the cultural awareness training	December 2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Chief People Officer
6.6	Consult with local Traditional Owners and/or First Nations advisors on the inclusion of cultural safe practices and environments in SA Power Networks and Enerven.	November 2025, 2026	<b>Lead:</b> RAP Coordinator <b>Support:</b> General Manager People & Support Services - Enerven
6.7	Explore opportunities and consult our First Nations employees on challenges and support within the workplace	November 2025, 2026	<b>Lead:</b> People Experience Manager



### Action 7. Demonstrate respect to First Nations peoples by observing cultural protocols.

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
7.1	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2025, 2026	<b>Lead:</b> Operations Supervisor - Wingfield <b>Support:</b> RAP Coordinator
7.2	Review, and communicate SA Power Networks and Enerven's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2026, 2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Communications Business Partner
7.3	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Annually 2025, 2026, 2027	<b>Lead:</b> Chief People Officer <b>Support:</b> General Manager People & Support Services - Enerven
7.4	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Annually 2025, 2026, 2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Chief People Officer
7.5	Review cultural leave procedures to ensure First Nations employees do not face barriers in meeting their traditional and cultural obligations and are able to attend days of cultural significance	February 2026 <b>Review:</b> February 2027	<b>Lead:</b> Workplace Relations & Advisory Manager <b>Support:</b> Head of Enerven Human Resources

### Action 8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
8.1	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026 - 2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Operations Supervisor - Wingfield
8.2	At the commencement of this RAP review policies and procedures to remove barriers to employees participating in NAIDOC Week.	January 2026 <b>Review:</b> January 2027	<b>Lead:</b> Head of People Partnering & Experience <b>Support:</b> Chief People Officer
8.3	Promote and encourage participation in external NAIDOC events to all employees.	First week in July 2026 – 2027	<b>Lead:</b> Chief People Officer <b>Support:</b> Communications Business Partner

## Action 9. Increase the use of First Nations languages in our various locations

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
9.1	Engage with local Traditional Owners and / or First Nations advisors at the various office and depot sites to consult with on this project.	November 2025, 2026	<b>Lead:</b> RAP Coordinator
9.2	Engage with First Nations staff and or First Nations advisors to advise on the naming of meeting rooms using First Nations languages.	February 2026 <b>Review:</b> 2027	<b>Lead:</b> RAP Coordinator
9.3	Review and maintain the use of traditional languages to ensure cultural protocol and cultural sensitivity.	November 2025, 2026	<b>Lead:</b> RAP Coordinator

# Opportunities

SA Power Networks and Enerven want to create meaningful opportunities that will contribute to, and empower, the culture and social aspirations of First Nations Peoples through creating employment and business partnership opportunities.

We're taking an approach and working with businesses and suppliers to better understand how we can work together to create mutually beneficial partnerships.



## CASE STUDY | OPPORTUNITIES

### First Nations Sub-station Mural

A key focus area within SA Power Networks and Enerven's Reflect RAP was providing opportunities for First Nations peoples and communities. SA Power Networks and Enerven had an opportunity to engage a First Nations artist by the name of Harley Hall to design and paint a mural on the Murray Bridge South Sub-station which sits on Ngarrindjeri Land. Harley also provided us with the story line behind this mural which gives us a great perspective into the artwork.

As wrote by Harley, "this mural represents our Ancient Song lines of the land and our Connection. We are all connected as one and when united we are strong. The Community symbol in the middle represents us as a community sharing knowledge to our future generations. The basket weaving represents our strength in unity with all the strands connecting together which creates strength. The dots on the bottom represent

our Ancient land and the circles represent our rich song lines of the land. The Eagle, Emus, Kangaroos, the rushes and the warrior represent the strong connection we all have to the land and animals. If our land and animals are sick, then we are sick. The Emu tracks and Kangaroo tracks represent moving forward as a nation united as one. This shows the importance of caring and looking after each other. The 18 dots in black represent the 18 Laklinyerar clan groups that make up our Ngarrindjeri Nation. The other dots represent the other 500 different clan groups across Australia. The river represents Moorundi (the Murray River) and the blues represent the lower lakes and Coorong. Overall, this artwork represents strength, unity, community and connection."

## Action 10. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
10.1	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	October 2025 <b>Review:</b> October 2026	<b>Lead:</b> Head of People Planning & Improvement
10.2	Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	November 2025 <b>Review:</b> November 2026	<b>Lead:</b> Head of People Partnering & Experience <b>Support:</b> Talent Acquisition Manager
10.3	Develop and implement a First Nations recruitment, retention and professional development strategy.	April 2026 Review April 2027	<b>Lead:</b> Head of People Partnering & Experience <b>Support:</b> Head of Organisational Capability
10.4	Advertise job vacancies to effectively reach First Nations stakeholders.	October 2025, 2026, 2027	<b>Lead:</b> Talent Acquisition Manager <b>Support:</b> Pathway Programs Engagement Partner
10.5	Review procedures and policies to remove barriers to First Nations participation in our workplace.	November 2025 <b>Review:</b> August 2026	<b>Lead:</b> Head of People Partnering & Experience <b>Support:</b> Talent Acquisition Manager
10.6	Maintain and review the partnership with Power Community Limited to engage and inspire First Nation students to consider a career with the business.	January 2026	<b>Lead:</b> General Manager People & Support Service - Enerven <b>Support:</b> RAP Coordinator



### Action 11. Increase First Nations supplier diversity to support improved economic and social outcomes.

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
11.1	Maintain Supply Nation membership.	January 2026, 2027	<b>Lead:</b> Head of Procurement and Shared Services <b>Support:</b> Strategic Category Leader
11.2	Develop and implement a First Nations procurement strategy.	November 2025	<b>Lead:</b> Head of Procurement and Shared Services <b>Support:</b> Strategic Category Leader
11.3	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	<b>Review:</b> November 2026	<b>Lead:</b> Head of Procurement and Shared Services <b>Support:</b> Strategic Category Leader
11.4	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	November 2025, 2026	<b>Lead:</b> Head of Procurement and Shared Services <b>Support:</b> Strategic Category Leader
11.5	Develop commercial relationships with First Nations businesses to increase spend.	February, May, August, November 2025, 2026, 2027	<b>Lead:</b> Strategic Category Leader <b>Support:</b> RAP Coordinator

### Action 12. Improve pathways and training programs to increase First Nations participation at SA Power Networks & Enerven

NUMBER	DELIVERABLE	QUARTERLY 2025, 2026, 2027	RESPONSIBILITY
12.1	Investigate best practices to develop career pathways for First Nations students into our organisation	October 2025, 2026, 2027	<b>Lead:</b> Pathways Program Engagement Partner <b>Support:</b> RAP Coordinator
12.2	Collaborate with at least one educational institution or external mentoring program.	October 2025, 2026, 2027	<b>Lead:</b> Pathways Program Engagement Partner <b>Support:</b> RAP Coordinator



## Murray Bridge South Sub-station Mural



Harley Hall

2025

8.7m wide x 2.5m high

Commissioned by SA Power Networks

## Truck Wrap

SA Power Networks and Enerven committed to wrapping trucks and vehicles as a key initiative established within our Reflect RAP. This initiative provides a valuable opportunity to showcase First Nations artwork, spark positive conversations and celebrate First Nations culture in communities across South Australia.



# Governance

The implementation and governance of our RAP will be led by the RAP Coordinator, with guidance and support from the RAP Working Group and the First Nations Advisory Group. The RAP Coordinator reports directly to the RAP Steering Committee, which comprises members of our Executive Leadership Team and who drive accountability of RAP deliverables. This structure ensures strong leadership accountability and transparency, with regular reporting on our progress, challenges, and learnings both internally and externally. SA Power Networks and Enerven are committed to providing the necessary support to ensure our reconciliation commitments are embedded in our daily operations and practices.



### Action 13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
13.1	Maintain key First Nations representation on the governance structure.	February, May, August, November 2025, 2026, 2027	<b>Lead:</b> RAP Coordinator
13.2	Apply the Terms of Reference document for the RWG and First Nations Advisory Group and review annually.	January 2026, 2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Enterprise Portfolio Partner
13.3	Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2025, 2026, 2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Enterprise Portfolio Partner

### Action 14. Provide appropriate support for effective implementation of RAP commitments.

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
14.1	Define resource needs for RAP implementation annually.	January 2025, 2026, 2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Chief People Officer
14.2	Engage our senior leaders and other staff in the delivery of RAP commitments.	March, July, October 2025, 2026, 2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Chief People Officer
14.3	Maintain appropriate systems to track, measure and report on RAP commitments.	February, April, June, August, October & December – 2025, 2026, 2027	<b>Lead:</b> Enterprise Portfolio Partner <b>Support:</b> RAP Coordinator



14.4	Maintain a senior leader to champion our RAP internally.	January 2027	<b>Lead:</b> Chief People Officer <b>Support:</b> Chief Executive Officer
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**Action 15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.**

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
15.1	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	<b>Lead:</b> RAP Coordinator <b>Support:</b> Enterprise Portfolio Partner
15.2	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	<b>Lead:</b> RAP Coordinator <b>Support:</b> Enterprise Portfolio Partner Manager
15.3	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	<b>Lead:</b> RAP Coordinator
15.4	Report RAP progress to all staff and senior leaders quarterly.	Nov 2025 February, May, August, November 2026,2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Communications Business Partner
15.5	Publicly report our RAP achievements, challenges and learnings, annually.	December 2025, 2026	<b>Lead:</b> Digital Channels Advisor <b>Support:</b> Head of Communications & Engagement
15.6	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	<b>Lead:</b> RAP Coordinator <b>Support:</b> Enterprise Portfolio Partner
15.7	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2027	<b>Lead:</b> RAP Coordinator <b>Support:</b> Enterprise Portfolio Partner

**Action 16. Continue our reconciliation journey by developing our next RAP.**

NUMBER	DELIVERABLE	TIME-LINE	RESPONSIBILITY
16.1	Commence discussion with Reconciliation Australia to begin developing our next RAP.	March 2027	<b>Lead:</b> RAP Coordinator

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